

RECRUITER

United States Army Recruiting Command

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TECH TEENS LEARN TLC

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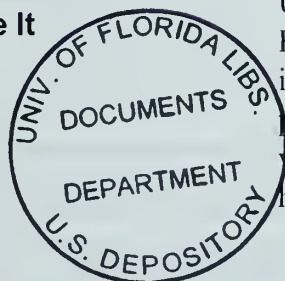
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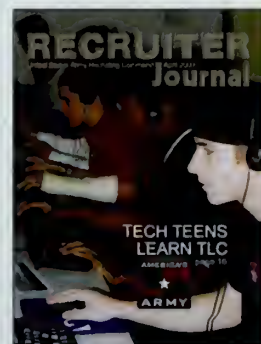
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Front cover: Teens play "America's Army" game in a series of competitions set up by the Kansas City Battalion.



“Providing the Strength”

Today, America's Army is engaged alongside its sister services in the Global War on Terrorism in the desert of Iraq. Simultaneously, soldiers of this extraordinary force are securing America's interests in East Asia, Central and South America, as well as protecting the homeland. With media and individual attention centered almost exclusively on operations in Operation Iraqi Freedom, it is easy to lose sight of the broad spectrum within which American soldiers are concurrently serving the nation's national security interests.

It is important for those committed to “providing the strength” to that extraordinary force to remember this broad spectrum of employment for two reasons. First, is the obvious reassurance we are not only providing the vital strength for the world's premier land power, but also that we are providing the exceptional quality capable of operating effectively across the spectrum of operations relevant to today's threats.

As of this writing, we remain ahead of our Regular Army and U.S. Army Reserve fiscal 03 recruiting objectives. Moreover, we remain on track to exceed record breaking FY 02 quality marks. Not only does the confidence of a strong Army send messages of reassurance to national leaders charged with charting the nation's strategy, but it also sends a strong message of caution to potential adversaries.

The remarkable courage being displayed by the young men and women engaged in Operation Iraqi Freedom, as well as the extraordinary adaptability we see in those deployed there and in other theaters of operations, should give us an equal sense of pride of accomplishment and commitment to purpose.

A determined commitment to purpose (“providing the strength”) will be no less essential to us in the days and weeks ahead than to our forces forward deployed. Recent demonstrations in the vicinity of recruiting stations, Military Entrance Processing Stations, and elsewhere reflect a minor challenge to reaching a much larger majority with our compelling messages. I hasten to commend those confronted with such demonstrations for your recognition that we, as soldiers, exist to secure such constitutionally guaranteed rights. Equally, I want to commend all for the professionalism and restraint exhibited in the face of such confrontations. Each incident has been handled superbly, and we will keep it that way.



MG Michael D. Rochelle

The second reason we must remain mindful of the wide spectrum in which today's soldiers serve is it validates and reinforces our incessant commitment to recruiting the highest quality young men and women possible. The demands of modern combat, which are being graphically depicted each day, reveal the high state of discipline, physical preparedness, mental agility, and moral fiber demanded of Army forces. While constantly under review for future adequacy, our most reliable predictors of applicant ability to meet those and other demands are those we currently use.

In the press toward Mission Box, it is easy to be misled about the significance of the quality imperative. We must not fall victim to that malady. It is the quality of the soldier that allows him or her to be an immediate contributor to the formation, whether in Iraq or Afghanistan. It is the quality of the soldier, not sheer numbers that allows him or her to move from the operating room at Brooke to the combat support hospital in Kuwait and immediately contribute to saving the life of a fellow soldier or coalition member. It is the quality of the soldier, not sheer numbers that keeps potential adversaries around the globe from second-guessing America's resolve or capabilities, despite her engagement in South West Asia.

In summary, as we “provide the strength” in the days ahead, let us appropriately take pride in our contribution to the Global War on Terrorism and Operation Iraqi Freedom. Further, let us reflect that pride in our daily interaction with the American public. Lastly, let us be continuously mindful of the quality imperative and its impact on the Army and our nation well beyond the current Recruiting Ship Month (RSM), quarter or fiscal year.

Mission Box!

Meeting Reserve Accession Mission Requires Hard Work

I am very concerned about recent production trends in this command. We are not performing to potential and as of this writing, USAREC is on the verge of missing the Reserve accession mission for the third straight month. At the beginning of 2nd quarter, we were 342 enlistments ahead year-to-date, but in two months have managed to reduce that number to 77. We're not doing much better with the RA mission.

Lower than expected net contracts in 2nd quarter resulting from outrageous DEP loss rates are only transparent outside of the command. This year's healthy entry DEP is masking true performance. Last minute losses create training seat vacancies that only a robust DEP pool can fix. However, filling these seats is almost impossible when more than half of all losses occur within 15 days of ship date. If we continue down this path, FY 04 EDEP becomes a risk and potentially creates the bathtub we worked so hard to eliminate.

We don't have this flexibility with the Reserve mission. Without a Reserve DEP, the monthly contract mission barely covers the accession mission.

Beginning in April, the contract mission *is* the accession mission. It becomes increasingly important that 100 percent of the mission be achieved and DTP losses be replaced.

When asked if USAREC would achieve its March Reserve mission someone replied, "We are guardedly optimistic." In layman's terms, this means "not likely." We haven't risen to today's challenge and there are no excuses. Sure, many of us are meeting MAP requirements or should I say we're making and conducting appointments. What we are not doing is making the mission.

The disconnect may lie in the period in which historical performance was captured (conversion data). In other words, the work effort required to achieve mission in 4th quarter is hardly the same as what's required in 2nd. The problem could also be shifts in lead generation activities. Summer prospecting may have been predominantly P-3 and today it's P-1. Maybe we've shifted from quality DEP/DTP follow-ups that generated referrals to quantity follow-ups that foster DEP loss. Or possibly we are no longer using available assets (i.e., HRAP, ADSW, TAIR, etc). Whatever the reason, leaders need to figure it out and take corrective action immediately.

I realize Reserve units are being activated. That doesn't mean people won't join. The mission of the Reserve component is not lost on the market. DTP members and prospects consider the



CSM Roger Leturno

primary purpose of the Army Reserve to be "the back-up" to the full-time Army. We learned in interviews with DTP members who recently joined the Army Reserve that four fundamental motivators prompted their decision to join.

They want to be part of something bigger and better than themselves, gain direction and focus for their future, improve themselves, and others have always wanted to join the military. Motivating factors mentioned by prospects focused primarily on the tangible aspects of the Reserve. Tangibles such as enjoyment of learning new things, serving their country, having

a family, going to school, tuition for college, and no other alternatives for their life and school. The most common benefits cited by both prospects and DTP members, both tangible and

intangible, were assistance with college tuition and medical/insurance benefit, learning new skills, traveling, and job security/assistance. Discipline, responsibility, and stability were some of the more frequently mentioned intangible benefits.

Interestingly, the current world situation did not appear to have any impact on the DTP member's decision to join. Virtually everyone said it had no impact. Most DTPs indicated that their decision to join the Reserve was based on what was right for them and their lives at this time. They indicated that they were more interested in what the Reserve could provide for them than being worried about being called to full-time service. They all agreed that it was a risk they were willing to take at this time and were prepared to serve if needed.

We are a nation at war. America's Army is respected by her allies and feared by her enemies. The platform that gives our president the capability to confidently employ military force rests with the nation's ability to sustain an all-volunteer force. That, fellow soldiers is the mission of United States Army Recruiting Command. One Army. One mission. Our mission. Let's not wring our hands. Let's get to work. Our nation is counting on us. Good recruiting.

A Checklist for Friendship

Good friends are a blessing. Their presence at life's wide table enhances all our experience, sharpening the joy we feel at happy moments while tempering our pain during times of sorrow. We may well agree with Aristotle when he said; "... without friends, no one would choose to live, though he had all other goods."

Most of us would also agree with that great philosopher when he remarked, "We should behave to our friends as we would wish our friends to behave to us." This observation is so fundamental, so obvious, that the expression of it almost seems trite. Naturally, it only makes sense to treat our friends with the consideration and affection we ourselves desire. And yet, it is surprising how often we neglect to follow Aristotle's basic advice.

A woman with a special talent for cultivating friendships recalls the uncomfortable surprise she felt when she realized that she, of all people, had slipped into a pattern of benign neglect where her many friends were concerned. She had become so busy with family and work responsibilities that she no longer did the things she used to do routinely. She used to remember birthdays with a call, invite people over for an informal bowl of ice cream on Sunday evenings, or pick a quick bouquet of flowers from her garden to send along with a note. None of these gestures was elaborate, yet her friends had genuinely appreciated each of them.

Ultimately, this woman decided to take the venerable Samuel Johnson's admonition to heart: "A man, Sir, should keep his friendship in constant repair." She made a list of the qualities a good friend should have, then periodically checked herself against it in the quiet of the early morning hours before the noise of her day began.

Each of us may wish to develop our own checklist — formal or informal — with the intent of keeping, in the words of Johnson, "our friendship in constant repair." We can ask ourselves pertinent questions.



Chaplain (LTC) Jim Stephen

In the end, this kind of regular attention to friendship is nothing less than a standing invitation to the people we care about to join us and share life's many and varied adventures.

Share with me your insight at James.Stephen@usarec.army.mil.

1. Am I patient?
2. Am I considerate?
3. Am I courteous?
4. Do I forgive?
5. Do I really listen to the answers my friends give when I ask them questions?
6. Can I compromise?
7. Do I know when to say something — and when to remain quiet?
8. Am I discreet?
9. Do I know when it is in the best interest of my friends to mind my own business?
10. Do I celebrate the qualities that make my friends uniquely themselves?

A Recruiter Writes:

One of our recruiters utilized his office day to input senior lists into ARISS. The recruiter used his computer to input eight senior lists. He coded each lead source as high school list and entered the appropriate high school. The problem is that the lists are only available to him. The schools have been assigned to four different recruiters by the station commander. How can the other three recruiters obtain access to these lists without re-entering them into ARISS?

The Chief of Staff Responds:

Thank you for your input to "The Way I See It" Program.

In your letter, you ask how a recruiter at your station could reassign high school lists, that he created, to the actual recruiter who "owns" a particular school.

The effort that your recruiter put into creating eight separate high school lists is admirable, and I understand your frustration in reassigning those leads to other recruiters. An information paper is enclosed that will walk you through the process of reassignment.

Again, thank you for responding to "The Way I See It" Program. For further information, contact MSG Steven Cardwell at (800) 223-3735, extension 6-1194; DSN 536-1194; commercial (502) 626-1194, or e-mail steven.cardwell@usarec.army.mil.

Information Paper (enclosed with response)

SUBJECT: ARISS Question - School Lists

FACTS:

1. A recruiter from the Champaign Recruiting Station used his "office day" to input eight senior lists into ARISS. He coded each lead source as a high school list and entered the appropriate high school. The problem is that the lists are only available to him.
2. Since the station commander can see all records owned by each recruiter, the station commander can reassign those records back to the owning recruiters using ARISS. The station commander will need to use Create List (Chapter 10, USAREC Pam 601-32) to identify the records associated with that school. Additionally, the SC will need to understand how to reassign records in ARISS (Chapter 20, USAREC Pam 601-32).
3. To identify the records that need to be reassigned, the station commander will need to open "Create List." From the "Search For" drop down select "School." Another window will open showing each school assigned to the recruiting station. Highlight one of the schools and then click on "Apply." Click on the "Search For" drop down again and click on "Lead Source." When the next window appears, scroll down and select "HS List," and then click on "Apply." Now click "OK" to create this high school list. When prompted to save the list, select "High School" from the drop down and in the next field enter the high school name. Click on "Save" and the list will appear. Review the list to ensure all records are on the list. Close this list and repeat the above steps for each school that the recruiter created and needs to be reassigned.
4. Now the station commander needs to reassign the records to the owning recruiter. The station commander will open the "Find Screen" and select the saved school list from the "List" drop down and select "Find Now." The station commander then



highlights all the records by clicking on the first record and then holding the shift key and then clicking on the last record. This should highlight all records. Now click the "Reassign" button. Another screen will appear for the station commander to complete the reassignment. The station commander will then select the recruiter he wants to assign the records to from the "To" block and select the "Permanent" radio button. The station commander then highlights all the records by clicking on the first record and holding the shift key clicking on the last record. This should highlight all records. Now click on the "Apply" button. Repeat the above steps until the station commander has reassigned all the records. Depending on the number of records for each school, it is recommended that the station commander replicate after completing each reassignment. This will facilitate the cycle of removing the record from one recruiter to another.

A Recruiter Writes:

Sir, the OPTEMPO here in USAREC is unlike any divisional command I have seen in my 17 years in the service. It is like 12 NTC rotations a year but without the reorganization, reconsolidation, or refitting. I highly recommend USAREC operations consider breaking the year into 12 four-week on-production months, leaving four weeks for mandatory two-week training cycles and (one) two-week Christmas exodus. This would look at a lot of training issues and keep the recruiting force ready to fight year round.

The Chief of Staff Responds:

Thank you for your input to the "The Way I See it" Program. Your suggestion to divide the recruiting calendar into 12 four-week on-production months, with the remaining time divided between training and block leave has merit.

While this suggestion has been recommended before, we are currently seriously considering options for execution. We are considering options that will allow us to dedicate time during the recruiting year for leaders to conduct collective training and focus on soldier well being. We will conduct this study and present courses of action and recommendations to the commanding general in the March-April timeframe.

Thank you for using the TWISI Program. For further information contact MAJ Carl Womack at 1-800-223-3735, extension 6-1688; DSN 536-1688; COM (502) 626-1688; or e-mail at carl.womack@usarec.army.mil.

TWISI letters can be sent e-mail to TWISI@usarec.army.mil. Written comments may be mailed to ATTN RCCS CHIEF OF STAFF, COMMANDER, US ARMY RECRUITING COMMAND, 1307 3RD AVE, FORT KNOX KY 40121-2726

Do We Really Listen?

Listening is More Than Just Hearing

By Fred B. Pugh, Portland Battalion Education Specialist

There are many popular songs on the market today about listening. I believe almost all of us remember the Beatles' lyrics "*Listen. Do you want to know a secret?*" There are as many if not more books and articles on listening. However, the skill is of utmost importance when dealing with potential applicants in the recruiting field.

This article is not about The Beatles nor another book to tout. We all know secrets. Just about everyone hears. However, not everyone knows about listening, which is an integral part of the communication process — the foundation of good recruiting.

The importance of listening isn't a new concept. Its value was recognized even in the days of ancient Greece. One philosopher considered listening twice as important as speaking. "We have two ears and one mouth so that we can listen twice as much as we speak," said Epictetus.

Using those ears for listening is not quite the same as using them for hearing. Many recruiters in the field can hear perfectly well but at the same time don't listen to what their potential recruits tell them. This short article will present ways for the recruiter to be a better listener and thus a better communicator.

Hearing is a physiological process involving the physical parts of the ear and sounds that comes from an external source. Listening is different. It's a psychological process, complex in nature, in which one pays attention to the message that is conveyed.

That's why those who can't hear can still listen. Their "listening" is done through concentration on the lips of the speaker. Their physical impairment doesn't prevent the psychological process of listening from taking place.

In the overall communication process, good listening is important. It's certainly one key to really understanding what people say to you. Listening better is something that would benefit more than a few people. Research studies show people are poor listeners. In fact, most of us listen at less than 25 percent efficiency.

Why such poor listening? One reason is that we hear at a quicker rate than people speak so we tend to "turn off" speakers before they finish. A second reason is ignoring

Techniques to improve listening:

Self-determination

Fight distractions

Concentration

Put personal prejudices aside

Focus attention on main message

Look for nonverbal communications

Encourage the applicant with nonverbal effects

nonverbal signs from speakers. This so-called "silent language" is an important part of listening.

But being a poor listener doesn't condemn one to a lifetime of poor communication. There are several techniques that can be used to improve your listening ability.

A first step in tackling the problem is your own self-determination. You must start with a strong determination to overcome tendencies not to listen. This means you recognize the problem and work to overcome it.

Next, fight the distractions that affect your listening. Don't give in to the urge to let your mind wander to something else. Don't let your curiosity about something outside the station or in the station commander's office get in the way of your listening. While this is difficult at best in our stations where the noise factor is high during certain periods of time, it can be done.

Concentration is another essential technique in the listening process. You must concentrate on the potential applicant. Let that person be your focus and the center of your attention.

A fourth method for better listening is to put personal prejudices aside. Personal prejudices can effectively block listening if you let them. The potential recruit never has a

“Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.”

— Sir Winston Churchill

chance because the recruiter has turned the person off before communication begins. This is a tragedy for our profession.

If you're thinking, "... this guy is an idiot ..." or "... this student is never going to make it to the floor ..." you lose already and their message will never get through to you. A recruiter in this case never listens and does not care what is being said. If there is worthwhile information, the recruiter will never know it.

A fifth technique is to focus your attention on the main theme or message. Aim for the main message and get the other details as needed during the recruiting process.

Another tip is to look beyond the words when doing your listening. Be ready for the nonverbal communications that will accompany the message. Look for changing facial expressions, a movement in posture, revealing gestures, and voice changes. This listening with your eyes can give you a better understanding of what's being said.

Encouraging the applicant is yet another technique in listening. This can simply be a nod of the head, eye contact, or attentive facial expressions. Such non-verbal feedback affects the applicant and keeps you more involved in the listening process.

Finally, as much as you encourage the applicant with your body language, make sure you don't counteract that with negative nonverbal signs. Examples of this might be frowns, crossed arms, and lack of eye contact.

Better listening, though, is more than just applying the techniques discussed previously. It also means working to avoid certain traps that can hinder your listening efforts. Some of the more common traps include:

- **Disinterest in the subject** – if you don't find something of interest in the topic, you won't listen very well.
- **Obsession with details** – trying to absorb all the details gets in the way of listening; understand the big picture with this applicant instead and then, later, concentrate on the details.
- **Overeagerness** – trying to anticipate what the applicant will say may seem like fun but it interferes with listening.
- **Annoyance** – getting upset because the applicant made a mistake a minute ago means you aren't listening well now.

• **Faking attention** – if you spend your time trying to impress the speaker that you're listening, you won't be.

• **Giving in to distraction** – don't let other thoughts, conversations, or people intrude on your attention; focus on the applicant in front of you.

• **Shying away from the difficult** – this is the old "it's too hard to listen because the applicant is too slow or not interesting;" stick it out anyway and listen even harder.

• **Overexcitement** – when you let your emotions run wild because the applicant's words may rub you the wrong way, your listening will run out.

With these techniques and traps in mind, you can now begin to practice better listening.

Five reasons for good listening:

- 1. Lets you get more information and viewpoints from the applicant before making decisions;**
- 2. Helps you understand the applicant better;**
- 3. Builds better rapport with the applicants;**
- 4. Is the single best technique for helping your applicants;**
- 5. Saves the time and effort wasted through poor listening.**

Are You Telling & Hoping OR Selling & Closing?

By SFC Michael A. McGee, G3-Training

There is no other job in the Army that has more influence on the quality of the Army than recruiting.

If this sounds familiar, you have probably read the first line of Chapter 2, USAREC Pamphlet 350-7. I was taught this early as a recruiter, and it is something that I have come to believe. This can be taken at face value, but I take it for the deeper implications and how it applies to us as recruiters. The Army's competence and quality hinges on the recruiter's competence and the quality of the interview.

There are a couple natural assumptions on my part. First, I am assuming that we are recruiting in the "quality market." Under this assumption, we are actively engaged in recruiting in the environments that most typically produce qualified applicants. Additionally, it is assumed that the appropriate amount of time is spent in those markets to achieve the desired results.

Secondly, I am assuming that we are using the tools that are available to secure the appointment and to conduct the interview. We all have various high-tech and low-tech tools to assist us in securing and conducting the appointment. We become skillful with our laptop, telephone, cell phone, sales book, and the skills we are taught in the recruiter course to ensure we use our time with the prospect as effectively and efficiently as possible. Of all the tools and skills, there is one skill that almost every recruiter has room to improve. That is our *listening* skill. This fact is echoed in UP 350-7, Chapter 5-2, "The pitfalls of selling." Four of the five pitfalls of selling state or imply that listening is the best corrective action.

We are trained to ask open-ended, fact-finding questions that are designed to allow the applicant to talk. We are even trained to record the answers to the questions. It is my opinion that between the asking and the recording, most recruiters miss the mark. Even recruiters who fully listen to their applicants, do not give enough response time to allow the applicant to give true desires or needs. As soon as the applicant says college, we automatically assume we know what the applicant wants. We ask the questions: what, where, and how much, but too often we never find the reason the applicant has those desires. When we fail to find the reason the applicant has those desires,



we will not be able to sell most applicants. Recording a response to a question will allow you to fill in the block on the FEBA, but listening is a skill that will increase your ability to tailor a plan for the applicant's life. When we go that extra step to listen intently, we will be able to present a plan that almost every applicant will buy.

There are a few basic principals that will work if properly applied during the entire sales cycle. They are a little uncomfortable at first, but they work.

1. Never start talking until your applicant has finished talking. We are taught to be aggressive and upbeat during the interview. Too often applicants feel that what they are saying is not important when we cut them off.

2. The first response from the applicant is a programmed response. The next thing out of their mouth is a real response. I recommend a pause of three to five seconds (tap your foot three times slowly) prior to asking the next question.

3. Never ask the question "why." This word has been proven to be a barrier to effective communication. Why is a word that challenges the applicant to justify their answer to us even if it doesn't mean much to them. Sometimes this causes us to sell the applicant something in which they are not interested. There are many ways to ask without using the word why.

4. Don't be afraid of the word "no." Listening to the applicant will help you use the word no to your advantage. You need to know the applicant's objections as early in the interview as possible. When you handle the objection early, you will have the confidence to close hard.

Too often we find ourselves telling the Army story and sharing our experiences with the applicants, hoping they will join the Army because they like something we have said. Following these basic principles will aid us in demonstrating the Army's competence by determining our applicant's true needs and most of their wants. These principles do not relieve us of the burden of selling the Army. They will assist us in getting the ammunition we need to sell the Army as a viable option to those quality applicants and close with confidence.

Reserve Mission

— Kicking it in gear

By COL Mike Burbach, Senior Reserve Advisor

After a bang-up job in FY 02, the U.S. Army Recruiting Command has struggled to make its Army Reserve mission the first half of this fiscal year. The easy out is to blame world events, the AGR recruiter drawdown, or simply exhaustion from last year's crunch. Let me address those issues and offer encouragement that mission success is at hand.

"We drained the swamp in FY 02" — We surpassed our year-end Reserve mission by more than 2,400 contracts and helped the Army Reserve meet end strength. A true total Army effort. Undoubtedly, that year-end push impacted Reserve recruiting first quarter, especially October. But that's history. Recruiters since have had ample time to prospect.

"I can't recruit for mobilized units" — That's generally not true. Some units are freezing vacancies during deployments, especially if no detachment is left behind. But many units are only partially mobilized and vacancies are open on REQUEST. Keep in mind when understrength Reserve units cross level to become deployable with "borrowed" soldiers, the unit's original vacancies still are on REQUEST.

"There's nobody left behind to manage my DTPs" — A problem in some areas. But other Army Reserve units have a robust stayback program. A March 5 policy memo from the Army Reserve Command in Atlanta requires major subordinate commands to establish Rear Detachment operations. Many MSCs are consolidating DTP programs, as you're aware. In almost all regions, somebody in the Reserve community will take charge of DTPs. If still a roadblock in your area, take the issue to battalion, then brigade, then the Reserve Regional Support Command. There's a solution. Under discussion is a plan to allow DTP soldiers to drill with USAREC in areas where mobilizations have hit hard or stayback elements are distant — potential HRAPers.

"Mobilizations are scaring away prospects" — While it's easy to assume this is true, preliminary research indicates otherwise. USAREC found minimal impact on recruiting in battalions with large numbers of mobilized Reserve units versus battalions with few units activated. The Army's ad agency recently conducted focus groups and one-on-one interviews with DTPers and prospects. One key finding: "The current political situation did not appear to have any impact on a DTP's decision to join. Most DTPs indicated their decision to join was based on what was right for them and their lives at this time. They indicated they were more interested in what the

Reserve could provide for them, than being worried about being called to full-time service. They all agreed that it was a risk they were willing to take and were prepared to serve if needed." In 1991, once fighting began in Desert Storm, recruiting increased as the call-to-service motive kicked in.

"Losing IRR transfers gave me a bigger NPS mission" — Not true. The Reserve non-prior service mission has remained relatively constant the past four years. In fact, the AGR monthly contract write-rate (NPS plus prior service) has decreased, from 2.82 in FY 00 to 2.19 in FY 03. And there's help right in your station. Regular Army recruiters account for 22 percent of the Reserve mission.

What's headquarters doing for you? In April you'll receive a Reserve-specific recruiting brochure. A Reserve Tiger Team is developing a quick-impact plan, to include more local advertising and distribution of Reserve talking points. Longer range, G-3 (formerly Recruiting Operations) is finalizing a phased plan to convert DTPers to DEPer (one program for active and Reserve). Also, G-3 is formalizing Army Reserve training division support of DEP functions.

Key to success? Station missioning.

How do we turn around the Reserve mission?

A senior 79R NCO at USAREC headquarters offers this advice to recruiters:

- Don't get radical and go off on a tangent; stick with the basics.
- Work smart. Focus on strong prospecting areas.
- Increase use of Centers of Influence and VIPs.
- Visit Reserve units during drills to obtain referrals; work referrals hardest.
- Be honest with applicants about the war on terrorism and its impact on Reserve duty.
- Prospect! Prospect! Prospect! Everywhere you go.
- Stay upbeat and positive. Continue to believe in your ability to find young men and women to join the Army Reserve. Continue to look sharp and be proud of what you do for your country.

Use Your Filter to Develop

By LTC William F. Adams and Nate Zinsser, Ph.D., Director, Center for Enhanced Performance, U.S. Military Academy, West Point

Like all great salespeople, Army recruiters must have a high degree of self-confidence. Recruiting, by definition, involves setbacks and rejections, things that can break down almost anyone's confidence. That being the nature of the game, it is crucially important for recruiters to understand the nature of confidence.

Are you born with it?

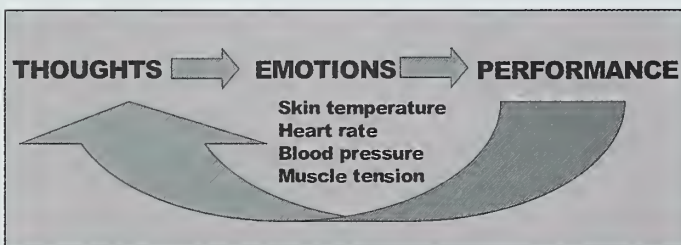
Does it take external positive feedback to develop it?

Do you have to achieve success in order to be confident?

Fortunately, the answer to each of these questions is "no."

Confidence is the result of a consistent, constructive thinking process, a process which can be *learned, practiced, and mastered*. Confidence does not require external positive feedback. Rather, you can overlook sarcasm, criticism, and negative feedback as challenges to overcome and gain confidence. You can provide your own steady supply of positive feedback even if you don't get it from anyone else. And, lastly, it is true that "success breeds success" but it is possible, and even essential, to purposefully build confidence first or success could never happen in the first place. Abraham Lincoln had repeated personal, business, and political failures before finally winning the Presidency in 1860. A healthy self-confidence kept him going despite repeated setbacks.

How can you purposefully develop the strong personal confidence to keep going despite repeated rejections, setbacks and difficult work conditions? A good place to start is by understanding the interaction between thoughts, feelings, and performance.



The strong interaction diagrammed above begins with the thoughts you hold. If you enter a recruiting situation with the feeling that your task is enormous and there is no possible way you can succeed, you are right. But, if you enter the same situation understanding the magnitude of the task but with a quiet, confident belief in your ability to accomplish the task, then you are also right. These thoughts, whether positive or negative, give rise to emotions, which affect you physically (temperature, heart rate, blood pressure and muscle tension).

Your resulting performance will be heavily influenced by these emotions in either a positive or a negative manner. You then evaluate your performance and this observation reinforces your original thoughts.

The key point is that your thoughts ultimately impact upon your performance, not the other way around. ***Your thoughts precede your performance!*** If you enter a tough situation with an unwavering belief in yourself and your abilities, then your performance is likely to be good. And, once your performance shows a degree of success, your conscious thoughts will then be reinforced.

Key Mental Skills

There are three key mental skills for developing confidence: ***selective perception, controlling self-talk, and the use of affirmations***. Selective perception is the process of using your perceptual abilities (or free will) in a disciplined, positive way, focusing on the thoughts, images, and feelings which build energy, optimism, and enthusiasm. We will discuss the latter two techniques in a future article.

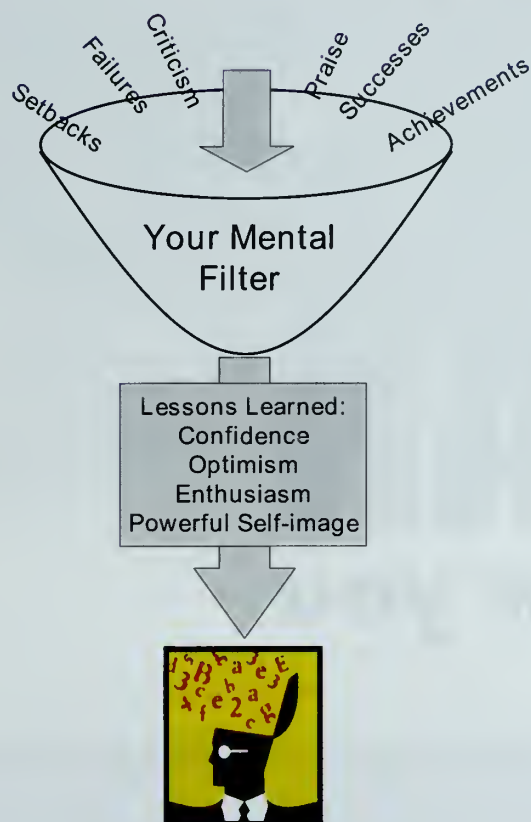
Selective perception is deliberately screening the thoughts and memories that you allow to enter your permanent memory. Everyone has a natural mental filter through which they filter the events of the world around them. However, for many, this filter is underdeveloped and allows harmful elements to pass through and damage their sense of self-worth and effectiveness. Anyone can "set" this filter to strain out memories of poor performances, failure and rejection, preventing these damaging images from becoming part of your permanent self-image.

How to Develop Your Filter

Consider the analogy of a coffee filter. A coffee filter allows the freshly brewed coffee to drip through to the pot below and strains out the grounds that you would not want in your coffee. Just as a coffee filter is essential to straining out impurities, a mental filter is essential to keeping mental impurities, damaging thoughts and memories, from becoming part of your permanent self-image. You can focus on memories of success and achievement and deliberately filter out images of failure and setbacks in order to cultivate a powerful self-image.

So, how do you "set" your filter? Great athletes have always employed powerful, effective personal filters. Everything that happens to top athletes, whether success or setback, helps them to continually develop more confidence and move toward success. When they succeed in any venture,

Develop a Great Attitude



this success becomes part of their permanent self-image. The success, like freshly brewed coffee, passes through their filter and becomes part of their permanent self-image. However, when they fail (which happens frequently with people who are stretching their potential) they learn from the mistake and feel stronger and more confident as a result. They then dismiss the failure as atypical of their true potential. The memory of failure is caught in their mental filter and is not allowed to become a part of their permanent self-image.

To illustrate this point, consider baseball batting averages. A player who hits .250 or greater is a good hitter. Yet he fails to get on base 75 percent of the times he comes to bat! The player focuses on the one time in four that he gets on base

and judges this as a good performance. Babe Ruth was known as the "Home Run King" yet he had many more strikeouts than home runs. High performers must focus on their successes as indicative of their true talent and ability and view any setbacks as only temporary aberrations and atypical of their potential. The skeptic may scoff that this thinking is not 'realistic.' However, if being 'realistic' means ruminating on your failures (which will certainly lead to a loss of confidence) then it is certainly preferable to be 'unrealistic.' The more you want to achieve, the more 'unrealistic' you should be!

Tiger Woods said, "Yes, I like to look back at the matches I've played. I like to look at *what I did right*." People who have not received applied performance psychology training tend to dwell on their mistakes and agonize over them. However, this thinking habit is devastating to self-confidence and serves no useful purpose. Bob Rotella, Ph.D., cites the example of Michael Jordan "*Putting Out of Your Mind*," who said that he never pondered the mistakes he made in a game for more than 10-15 minutes. He would analyze them, learn the lessons he could, then dismiss them and start mentally preparing for the next game. Other players would berate themselves for hours, only destroying their self-image and confidence.

You can develop your mental filter right now by deciding to focus on the positives in your life and career. You can decide to dwell upon your successes and to learn from your failures and then dismiss them. The alternative is to remember your failures and dwell on them. The first course of thinking can lead to optimism and energy whereas the latter will lead to frustration and defeatism. The beauty of the human condition is that each of us has the free will to decide how we are going to face each day and all the things that will happen to us in that day. You can decide from this point forward that you are going to focus on the positives in your life and your career, gaining strength from them, and learning lessons from your temporary setbacks and also growing in strength from these. No matter what happens to you, you can always grow in confidence and enthusiasm if you correctly employ your mental filter.

Next month, we will explore the next two skills for building confidence: controlling self-talk and the use of affirmations.

Your thoughts precede your performance!



CINEMA VAN

Coming to a high school near you

By Walt Kloeppel, Recruiter Journal Staff

While most recruiters are familiar with the Army Adventure vans, which contain simulators to show the Army story and hands-on equipment demonstrations, many do not know about the Cinema Vans or how they differ. And most do not know how to use them to their benefit.

The Cinema Vans are rolling classrooms, traveling across the country, using historical and technical DVD presentations to introduce young Americans to today's Army. The fleet of four tractor-trailers is part of the Army Accessions Brigade, Mission Support Battalion. Though available for high school and college campuses alike, according to SFC Gregory C. Smith, a former team chief of Cinema Van No. 1, the prime targets are hard-to-penetrate high schools.

"The biggest thing we want to do is get them into a hard-to-penetrate school," said Smith. "Not a school that they [recruiters] already have access to and get leads, it's for a school that isn't receptive to them.

"We have so many videos we can tailor to each school. It isn't just Army tailored."

The Cinema Vans carry Army-oriented shows, but the majority of the presentations are industry-produced educational shows. Chances are the Cinema Vans have a program to supplement the high school's current curriculum.

"We're just not there to get the kid out of the school, we're actually there to teach," said Smith.

Each of the vans goes to one brigade for two tours, a fall tour and a summer tour. A tour length averages three months.

"We try to hit all battalions of each brigade, and we try to hit all the recruiting stations we can," said Smith.

"Recruiters should know that we are there for them," said Smith. "We want to support them, we want to get them the leads, get them the contracts."

The two-man crews of each Cinema Van are made up of recruiters and former station commanders said Smith.

"We're there to help them and also train them. We have an average of six to seven years experience in recruiting," said Smith.

Smith says one problem they have found is that the recruiting station is not giving enough notice to the school to place the van.

"You need more than two-days notice to place this asset into the schools. If you ask a principal to place an 18-wheeler at his school for presentations ... that's not enough notice," said Smith.

According to Smith, the tour schedule comes down from the battalion. Then the Cinema Van team contacts the recruiting station two weeks prior to let them know that they will be in the recruiting station's area. Not only should the recruiter work out the administrative details to the program with school officials, it is also imperative that they work out the physical and logistical problems beforehand as well. Parking lots must be able to

accommodate tractor-trailers and the route to the school needs to be checked beforehand as well, to include overpass height information, bridge weight limits, etc. The trucks all have heating and air conditioning systems and are self-contained with an onboard 50K generator.

Science, social studies, physics, geography, and history are among the many choices of topics available. The Cinema Van crew's approach is one of low key and no pressure to the students. Students are first given a briefing on safety, staying in school, and saying 'no' to drugs.

"We go in there with a ho-hum [attitude], we tell a joke, we ease them up, and tell them we're not here to recruit you. Then we'll show them the show," said Smith.

The selection of videos is discussed beforehand with the local recruiters and school officials.

"After the show, we'll ask for a leads card. What's going to happen is that recruiter's going to call that kid on the information sheet and that kid will remember that the Army was there and he [student] was interested," said Smith.

Smith said they make sure the recruiter calls those students on the contact sheet within 72 hours of the exhibit.

There is a complete brochure available to recruiters on truck dimensions, requirements, and videos available. Each van can handle 40 students at a time. The recruiters can get the brochure through their battalion APA. They can also get information, to include the schedule availability, on the Mission Support Battalion Web page.

The Cinema Van is there for the recruiter's asking. It's a recruiting tool at his or her disposal by simply contacting their battalion APA.

SFC Smith toured with the Cinema Van for three years. He is currently touring with National Conventions exhibit for MSB.



SFC Gregory C. Smith talks with students during a Cinema van exhibit. (Photo courtesy of Mission Support Battalion)

Sample of Available Shows

Profiles of Freedom

High school students discuss several recent Supreme Court decisions, including freedom of speech, free assembly, and the Miranda ruling.

Understanding Viruses

Explains how submicroscopic parasites operate and how the immune system works. Latest scientific discoveries, history of pandemics, and the creation of vaccines and potential future of virology.

Service to Country

Short video with a patriotic musical soundtrack, illustrates the Army's mission throughout our history. Depicting soldiers from the Revolutionary War through Desert Storm, this show underscores the sacrifices our people in uniform or "citizen soldiers" have made over the years in the cause of freedom.

In Search of the Maya

Archaeologists decipher ancient Mayan hieroglyphs to learn the story of their lost culture.

Rediscovering America – The Alaskan Highway

Built in 1942 as a deterrent to the Japanese army in World War II, this 1,600 mile-long road was carved into the wilderness by the efforts of a great number of different people.

Combat Arms – Are you tough enough?

Action packed video depicts infantry, artillery, armor, combat engineer, and Army aviation. It illustrates what American soldiers learn about field operations and in the process, about leadership, commitment, and other values upon which good citizenship is based.

Black Holes – The ultimate abyss

Professor Stephen Hawking and other leading physicists use 3D animation and time-lapse photography to explain the concept of space-time and how black holes formed.



Job Corps and the U.S. Army

A Forward-Marching Partnership



By *Kim, Freelance Writer*

No doubt about it, the Atterbury Job Corps Center prepared Marcus Brown — now Sergeant Brown — for his U.S. Army career. Sergeant Brown, who is now stationed at Fort Leonard Wood, Mo., was also a hometown Army recruiter in Illinois.

"I learned that your actions reflect what you are," he said, recalling how his previous Job Corps experience and training shaped his personal outlook.

Now in the throes of military life, Marcus smiles when he thinks back on the rules he followed in Job Corps. "I thought the center had rules. But the things I was asked to do there I can now do standing on my head!"

Most of all, Marcus added, Job Corps taught him to keep trying for things he didn't think he could achieve. And that's what the Army does, too. "The Army makes you do things you might think exceed your normal abilities," he said.

At the Atterbury center — and at Job Corps centers nationwide — the partnership with the U.S. Army is flourishing.

The U.S. Army is a Job Corps National Employer Partner that's helping young people make extraordinary strides, said Paula Yates, Atterbury's Business Community Liaison. "We have an exceptional working relationship with the Army," she said. "We constantly have recruiters here on campus.

And our students regularly complete community service projects alongside the Army."

It's a local scenario that's now in place at every Job Corps center nationwide — and it's marching forward at a rapid pace.

A Good Fit

Last year nearly 1,000 Job Corps students joined the Army, said Brian Labashosky, education specialist at the U.S. Army Recruiting Command in Fort Knox, Ky.

Job Corps alums are serving their country in the U.S. and overseas. And they're using the foundation of skills and attitude they learned in Job Corps to do it.

In these uncertain times for America and other countries, one thing is certain: the Job Corps/U.S. Army relationship is here to stay.

Why is this partnership working so well? Simply put, "it's a good fit," said Labashosky.

The training and self-discipline students learn in Job Corps often transfer seamlessly into the military, he said. "Job Corps' learning structure enhances a young person's 'stick-to-it-iveness.'"

Job Corps is such a structured program that young people end up seeing a military career as a similar challenge. "The program just seems to fit well with what we do," said Labashosky.

Students may joke around that they learned to bounce a quarter on their tightly made bed in Job Corps. In fact, many Job Corps trades offer specific technical skills that are transferable to the Army. He said, "A good focus for a student who wants to enter the military would be to enroll in a technical trade that's transferable."

And a good way for students to find a trade that's transferable into the Army is by visiting the neighborhood recruiting office, he suggested. Or center staff can invite recruiters to visit Job Corps campuses. Many Job Corps centers regularly invite recruiters to open houses, graduations, student assemblies and other center-wide events.

We Go Way Back

Job Corps and the Army go way back. Evolving from local partnerships carved out in the Atlanta and Chicago Regions, the national partnership now in place touches every Job Corps center in the nation.

Even before the Army became a National Employer Partner, Job Corps students considered the military a viable career. Job Corps' 2002 Hall of Fame Winner, Detective Frank Alvarez, was a field radio mechanic in the Army, including a 1-year tour of duty in Vietnam.

Now a detective in Texas, Alvarez said Job Corps and the military both instilled values he'd never lose. Now Frank often works with young people, he said. "I try to be a role model to our youth. I am deeply rooted in values, and I try to communicate that to the young people I work with each day. They take me for someone who is real, who really does know how they feel and what they're going through."

Job Corps and the Army both have long track records of helping people develop solid values. When BG (Ret.) Billy Cooper, now center director at the Cleveland Job Corps Center, was drafted into the Army 34 years ago, he remembers it as a great training ground for young people — the same way he thinks of Job Corps today.

“Both programs offer enormous opportunity,” said Cooper. “Both programs are deeply involved in education, job training, and the development of good values. Essentially, both organizations work to change lives. They’re just mutually compatible.”

The Army’s tradition of diversity and teamwork is also Job Corps’ tradition, he added. “The Army socializes people into mainstream American values. And in the Army young people learn to understand diversity, teamwork, equality, fair play, and respect for the dignity and value of every person.”

That’s the same set of core values Job Corps students are internalizing every day, he said.

A Strengthening Partnership

The Job Corps/Army partnership strengthened when the Army opened eligibility to Job Corps students (having completed 675 clock hours of technical training) who can enlist in the same manner as high school diploma graduates once they’ve earned their GED. This landmark change in policy has given Job Corps students across the nation an opportunity to take advantage of the Army’s advanced training and technology to further develop the skills they learned in Job Corps.

When the National Office of Job Corps signed a National Employer Partnership Agreement with the Army, the rest was history. The Army partnership now touches all 118 Job Corps campuses.

“I think Job Corps students have always considered the Army as a career option,” said Labashosky. “But the new national partnership has expanded that.”

The changes arose when Army leaders decided to reassess Job Corps and revisit their perceptions about the program. “Job Corps was more suited for us than we

originally thought it was,” said Labashosky.

When the U.S. Army Recruiting Command landed an Alpha Award from the National Job Corps Association in 2000, it heightened the visibility of the partnership even more.

“The number of Army enlistments from Job Corps centers is testament to the solidity of the partnership,” said Cooper.

With the traditional “echo” effect of the Alpha Awards, that visibility has been on the rise at local Job Corps campuses nationwide, explained Cooper.

And that’s a good thing because, at first, many new Job Corps enrollees think they’re not qualified for the Army, he said.

And many are inspired when they realize the adventurous life depicted in Army recruiting ads could be theirs. Job Corps students often see Army recruiters as smart, motivated people — and strive to be like them. That means Job Corps students are inspired to finish what they’ve started in Job Corps — and become an “Army of One” armed with knowledge.

“The Job Corps/Army partnership encourages the presence of recruiters on center,” said Cooper. “Recruiters are also good role models so the whole center benefits from having them around.”

Around Your Neighborhood

Like Job Corps centers, Army recruiters are woven into the local neighborhood. And, like Job Corps, they’ve here to stay.

Dozens of Army recruiters are personally reaching out on Job Corps campuses nationwide, and many say they see it as a wise human investment of their time. They’ve already earned the reputation of instillers of pride, leadership, self-assuredness and self-respect in young people.

Whether it’s listening to the sage advice of an Army recruiter, completing community service projects with Army personnel, or taking the life-changing step of joining the Army, often it is an excellent match, concluded Labashosky.

“The Army socializes people into mainstream American values. And in the Army young people learn to understand diversity, teamwork, equality, fair play, and respect for the dignity and value of every person.”

— BG (Ret.) Billy Cooper

Tech Teens Learn TLC — Teamwork

Story and photos by Galen R. Putnam, Kansas City Battalion

To capitalize on the “America’s Army” game’s popularity, the Kansas City Recruiting Battalion began a series of on-site competitions stressing Army values, teamwork, leadership, and communication. Rather than playing the game in isolation, participants compete as squads, with assigned leadership roles and individual responsibilities.

Following an initial in-briefing, squads are assigned to individual computer lab “war rooms,” which serve as their headquarters for that particular scenario. Alternating from offense to defense, each squad has the opportunity to go over mission maps and plan strategy prior to each mission. Squads rotate to different war rooms with different configurations for each scenario.

The goal of each team is to function as a unit and accomplish the assigned mission for each scenario. The best way to foster this unit action, despite an opposing squad doing its best to disrupt friendly force plans, is TLC — teamwork, leadership, and communications.

“Initially, many of the competitors try to ‘go it alone’ and they very quickly fail the mission which relies heavily on TLC,” said Gary Bloomfield, Advertising and Public Affairs chief, Kansas City Battalion. “Once they start strategizing, the ‘squad’ works as a cohesive unit and suddenly a group of students who barely knew each other at school become battle buddies.”

Although organized as a competition, these events are not tournaments in the usual sense. The teams are not scored by the number of missions they win but rather by their team

cohesiveness, the leadership they exhibit, and how well they communicate.

At the end of the day, participants attend an out-brief and awards ceremony recognizing the teams and individuals who best emulated Army values and TLC.

Following the initial events, the response from participants has been overwhelmingly positive.

“I have been playing the Army Game since it came out,” said Michael Bean, a senior at Lansing (Kan.) High School. “This is a lot more fun playing as a team where we can communicate with each other ... and online there are too many Rambos.”

In order for players to communicate while playing online, they must manually type in their messages. Also, some Internet players forgo the Army values and rules of engagement, disrupting the game for others. These hassles are eliminated at the on-site events as players are thoroughly briefed and then monitored as they play.

“Being in the same room makes it easier to communicate and to make up strategy as we go,” said Goeff From, also a senior at Lansing. “This is good competition. It is kind of like playing paintball, only we are doing it on the computer.”

Others enjoyed the intense but friendly competition as well.

“I heard about this [event] in computer class. It’s cool, we’re having fun,” said Stephen Bergatine, a junior at William Chrisman High School in Independence, Mo. “I didn’t know they [the Army] did things like this. It gives me a more positive outlook toward the Army.”

Recruiters like the access and interaction the on-site events offer.

“The concept is outstanding ... I’ve already gotten a contract out of this,” said SFC Benjamin T. Caswell, Independence, Mo., Recruiting Station. “Working together and being part of a team is what the Army values and Army of One concept are all about.”

The battalion’s intent has been to take advantage of the game’s popularity and the awareness it provides while turning it into a lead-generating activity. The battalion’s first two events were attended by more than 80 prospects and a handful of DEP members. While lead generation is the primary focus, DEP retention is strongly emphasized as well.

“This has gone from a ‘nice to do’ idea to a ‘must do’ event,” said CPT Todd S. Zwolensky, commander, Greater Kansas City Company. “We know we will generate plenty of high quality leads at each event, but the proportion of appointments and contracts has been exceptional.”

When the idea was hatched to hold live computer gaming contests, the first hurdle was to identify a facility that could provide the hardware, dedicated servers, and expertise to pull it off — for little or no cost. The battalion contacted Robert Stepp, the high school admissions coordinator for Vatterott College in



Mill Creek Center computer students pose with Vatterott and APA personnel after the event.

ork, Leadership, Communication

Independence, Mo., and before long, details were being hammered out.

"This is a great opportunity for everybody," said Stepp, who happens to be a former Army recruiter with the Kansas City Recruiting Battalion. "Vatterott has the computers, servers and facilities, the Army brings in the prospects and the kids have a good time."

Kansas City Battalion and Vatterott share the lead data that is generated at each event.

"We know that every kid isn't going to join the Army or go to Vatterott, so this is mutually beneficial," Stepp said. "From what I've seen so far, this is going to be a big success."

The battalion and Vatterott officials are currently working on an expansion plan to incorporate other Vatterott campuses and, possibly, other recruiting battalions.

"We are considering it since there is one Vatterott campus in Omaha and two in Des Moines," said Toni Harn, Advertising and Public Affairs chief, Des Moines Recruiting Battalion, who attended the most recent event in Kansas City and spoke with several of the "soldiers" playing the game. "This is a great way to form a partnership with a highly technical college and it puts us in front of a generation of prospects who are highly skilled in using computers."

One high school instructor who trains those computer literate students had high praise for the event.

"They are having a ball. I've gotten a lot of positive



Students work together to accomplish the mission.

feedback," said Richard Seese, computer systems/networking instructor for Mill Creek Center, a consortium program involving Lansing, Basehor-Linwood and Piper high schools in Northeast Kansas. "Most 'tech' kids are gamers. The problem is, most games are for individuals. Here they had the opportunity to compete as a team. They progressed from total chaos to effectively working together."

Seese, who brought 20 students from his program, saw an additional benefit.

"This gives the kids a chance to see the recruiters as real people ... a chance to work with them side-by-side."

That observation wasn't lost on Caswell.

"This gives us the chance to work together as a team and it helps the kids to see me as a regular person rather than a stuffed shirt. It gives us a chance to bond," he said. "Any tool that breaks down those barriers is beneficial to us in the field."



A squad plans its strategy before beginning a mission.

Our Country, Our Children: Protecting Them Both

April is Child Abuse Prevention Month

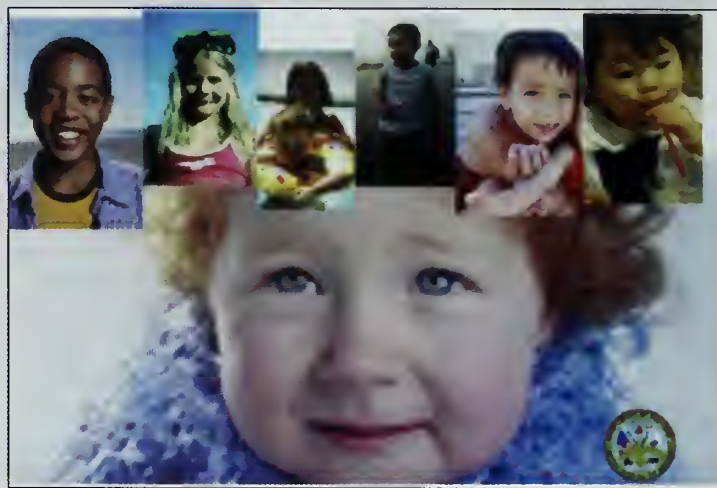
By Jack Nix, Soldier and Family Assistance Branch

It is the Army's duty to protect and defend our constitution, our country, and its citizens. While our nation focuses on protection from those beyond our borders who desire to attack our freedoms, we must also protect our children's right to live in a safe, permanent, and caring family. By acknowledging and reporting child abuse, we protect our children and our nation's future.

When a child abuse tragedy is reported in the media, neighbors often say that they thought something was wrong, yet too often no reports of known or suspected abuse were made to the police or local child protective services agency.

Surveys have shown that, although the majority of Americans polled believe that everyone should play a role in stopping child abuse, many people also admit to witnessing child abuse and doing nothing about it. The reasons for not reporting abuse include not knowing where to call and misconceptions regarding what will happen once a report of known or suspected abuse is made to the police or a child protective services agency.

We must acknowledge that child abuse is one danger we can control. The Child Abuse Prevention and Treatment Act defines child abuse as any recent act or failure to act on the part of a parent or caretaker that results in physical or emotional harm to a child. The vast majority of child abuse incidents are committed by one or both parents against a child. Child abuse is not isolated to any socioeconomic, racial, or ethnic group. Child abuse includes minor, moderate, and severe forms of child physical abuse, child neglect, sexual maltreatment, and emotional maltreatment of a child by a parent, guardian, or other



person who is responsible for the child's welfare. If you see it, report it.

The Army Family Advocacy Program is established to prevent spouse and child abuse, to protect those who are victims of abuse, to treat those affected by abuse, and to ensure personnel are professionally trained to intervene in abuse cases. The FAP is designed to break the cycle of abuse by identifying it as early as possible and providing treatment for affected family members. Reporting child abuse is the first step in breaking the cycle.

Soldiers and family members can make a positive contribution to the growth and development of the children in their lives. By taking a stand against child abuse and neglect, we cultivate an environment that nurtures and strengthens families. We can give boys and girls the safe, stable, and loving homes they need. They will be able to enter the classroom each day ready to learn, with improved self-esteem. They will be encouraged to reach their full potential as individuals and as members of our society.

Every member of the USAREC community needs to understand that any form of child abuse goes against Army values and undermines our mission to protect our nation and its citizens. Each of us has the responsibility for keeping children safe. If you see child abuse, report it.

Officially, April is the month when we celebrate the well being of all children in our Army family. This year, our campaign slogan is "Our Country, Our Children: Protecting Them Both."

During April and throughout the year, join together in protecting America's future by protecting America's children.

Contact your brigade Family Advocacy Program Coordinator for additional information about child abuse, prevention education, or how to report an incident.

Force Protection: What You Can Do

By James Woodruff, Security Division

Most of us have heard the term, "Force Protection." Simply put, force protection is the application of offensive and defensive capabilities and solutions that provide the best protection of personnel, information, and critical resources against a known or possible threat. Although this concept is organizationally and community oriented, a primary contributor is the individual, you and me.

Our nation has been and may continue to be the "bullseye." As a result of our current national force protection effort in Iraq, there is an expectation of terrorists activities.

You may ask yourself, "What can I do?" There are several things that you can do as an individual. The most important is to stay informed. The Department of Homeland Security is one of the best places to start. One can access information by going to their homepage <http://www.dhs.gov/dhspublic/>. Another source is your unit's Antiterrorism Officer. Maintaining a continuous awareness of your environment and applying preventative measures are essential. Here are some suggestions.

Individual Safety and Security Measures

Instruct your family not to provide strangers with information about you or your family.

Do not give unnecessary personal details to information collectors and restrict personal data when using the Internet.

Be alert to strangers who are on your property for no apparent reason.

Report all suspicious persons loitering near your residence or office; attempt to provide a complete description of the person and/or vehicle to police or security.

Vary daily routines to avoid habitual patterns. If possible, vary travel times and routes to and from work.

Refuse to meet with strangers outside your workplace.

Always advise associates or family members of your destination when leaving the office or home and the anticipated time of arrival.

Don't open the door to strangers.

Memorize key phone numbers – office, home, police, security, etc.

Be cautious about giving out information regarding family travel plans or security measures and procedures.

If you are overseas, learn and practice a few key phrases in the native language, such as "I need a policeman, doctor," etc.

Residential Security

Do not put your name on the outside of your home or mailbox.

Have good lighting.

Control vegetation to eliminate hiding places.

Have solid doors with deadbolt locks with at least a 1- and 1/2-inch throw.

Have locks on all skylights

Consider metal grating on glass doors and ground floor windows with interior release mechanisms that are not reachable from outside.

Have alarm and intercom systems

Have fire extinguishers, medical, and first aid equipment.

While you are at home

Restrict the possession of house keys. Change locks when keys are lost or stolen and when moving into a previously occupied residence or business.

Lock all entrances at night. Including the garage. Keep the house locked even if you are at home.

Destroy (shred) all envelopes, mail, and correspondence that has your name and other personal and financial information.

Know your neighbors.

Beware of the threats no matter where you are.

Write down license numbers of suspicious vehicles; note descriptions of occupants.

Be suspicious of inquiries about the whereabouts or activities of other family members.

Report all threatening phone calls to police or security officials.

Don't put your name on the outside of your residence.

Don't answer your phone with your name.

Precautions for children

Never leave your children alone or unattended. Be sure they are in the care of trustworthy people.

Instruct children to keep doors and windows locked and never admit strangers.

Teach children how to contact the police or a neighbor in an emergency.

Know where your children are at all times.

Mail or packages

Suspicious characteristics to look for include:

An unusual or unknown place of origin.

No return address.

An excessive amount of postage.

Abnormal or unusual size.

Oily stains on the package.

Wires or strings protruding from or attached to an item.

Incorrect spelling on the package label.

Differing return address and postmark.

Appearance of a foreign style handwriting.

Peculiar odor. Many explosives smell like shoe polish or almonds.

It's a Learnin' Thing

By Pearl Ingram, Editor, Recruiter Journal

It happens — maybe not everyday — but at times a light comes on and what had appeared to be an insurmountable problem suddenly has a just-right solution. Immediately, most of us want to share our great idea with someone else.

That's what's happening at the Center for Accessions Research Lessons Learned Web site. During the past two years, great recruiting ideas have been posted to the CARLL site for the purpose of sharing information with the recruiting force.

Need a fresh idea on how to generate leads? How to manage your DEP? Just everyday prospecting ideas? All of the above can be found at <http://home.usarec.army.mil/uvl/CARLL/index.html>. The site is as easy to navigate as it is to search, taking only seconds to locate a topic.

"Our hope is that a lot of the newer recruiters will go there for information about what's working for recruiters in the field right now," said Mary Baker, Center for Accessions Research. "Or if a recruiter is having a problem with a specific market and wants to find out what's working for other recruiters, he can go there and search by the keyword 'college' and come up with lessons from others."

Most lessons are at the recruiting station level according to Baker. Even though you may notice one name listed in the author column for many of the lessons, however, that's because some battalions require lessons learned to be submitted through the chain of command before forwarding to USAREC for posting.

Anyone can submit an idea straight from the Web page; however, each battalion may have individual requirements as to the chain of command for submitting.

"It's a sounding board for recruiters to talk to each other and for lessons to be shared," said Baker. "It's a repository of good ideas, things that work instead of reinventing the wheel each time."

One lesson that was rather surprising to Baker explains how easy it was for a battalion to get National Guard resources. Although National Guard recruiters are sometimes thought of as competitors in recruiting, unit personnel aren't caught up in the competition and are receptive to providing assistance at events.

Ideas are staffed with subject matter experts, said Baker, which eliminates conflict with regulation.

A total of 350 lessons are posted to the site, with topics ranging from AMEDD to managing overweight DEP members and in size ranging from one paragraph to several pages with slide presentations attached.

The 2d Recruiting Brigade leads the way in number of lessons submitted. The 3d Recruiting Brigade comes in a close second with submissions from NCOs like SFC Tony Parmer, Columbus Battalion, whose submissions include the "Importance of Prospecting," and "DEP Leadership/Management."

The CARLL Web site is number eight overall in USAREC in its ability to attract visitors.

"In any type of an organization that is trying to move forward, learning is very important," said Baker. "Even if you're a good recruiter, you can still learn things from other recruiters. It's just part of making sure we are a growing organization."

CARLL USAREC
CENTER FOR ACCESSIONS RESEARCH LESSONS LEARNED

Search For: **SEARCH** **CARLL SEARCH**

Options: **Keywords** **Order By: Date** **Whats NEW?**

Find Results In: ☒ **CARLL (Entire Site)** or select from choices below.

<input checked="" type="checkbox"/> Info related to: Company/Battalion Issues (Entire Site) or narrow search from choices below.	<input checked="" type="checkbox"/> Info related to: Station Level Collections (Entire Site) or narrow search from choices below.
<input checked="" type="checkbox"/> Intelligence <input checked="" type="checkbox"/> Market Analysis <input checked="" type="checkbox"/> Advertising <input checked="" type="checkbox"/> Command & Control <input checked="" type="checkbox"/> Leader Development <input checked="" type="checkbox"/> Information Technology <input checked="" type="checkbox"/> Assessment <input checked="" type="checkbox"/> Identify and Understand the Market <input checked="" type="checkbox"/> Select, Train & Sustain the Sales Force <input checked="" type="checkbox"/> Position the Sales Force <input checked="" type="checkbox"/> Mission the Sales Force <input checked="" type="checkbox"/> Recruit the Force <input checked="" type="checkbox"/> College Recruiting <input checked="" type="checkbox"/> Hispanic Recruiting <input checked="" type="checkbox"/> AMEDD	<input checked="" type="checkbox"/> Generate Leads <input checked="" type="checkbox"/> Prospecting <input checked="" type="checkbox"/> Sales Interview <input checked="" type="checkbox"/> Processing <input checked="" type="checkbox"/> Job Match <input checked="" type="checkbox"/> Contract <input checked="" type="checkbox"/> DEP/DTP Management <input checked="" type="checkbox"/> Accession <input checked="" type="checkbox"/> College Recruiting <input checked="" type="checkbox"/> Hispanic Recruiting <input checked="" type="checkbox"/> AMEDD

SUBMITTING

Submitting an Idea or Lesson Learned to the **CARLL** Library? **Learn How?** **SUBMIT**

Combat Complacency in 2003

By John A. Kolkman, Safety & Occupational Health

Running to the store and not wearing a seatbelt, after all it's just three blocks away! Complacency has caused more heartache than any other direct cause of accidents. We become comfortable with risks that we take every day. Here are some areas identified by the National Transportation Safety Board.

Review the statistics that follow and examine your own habits and those around you.

Safety Issue: Primary Seat Belt Enforcement Laws

The number of fatalities to occupants of highway vehicles has always been the highest of any form of transportation. The protection of these occupants is of prime importance to any agency with responsibility for highway safety.

- More than 31,900 people died in 2000 as passengers in auto crashes; 35 percent of drivers who died and 55 percent of passengers who died were not wearing seat belts.

- Lap and shoulder belts, when used, reduce the risk of fatal injury to front seat passenger car occupants by 45 percent and the risk of moderate-to-critical injury by 50 percent.

- When adults are buckled up, 87 percent of children are buckled up, but when adults are not buckled up, only 24 percent of children are buckled up.

- States with primary enforcement have about 10-15 percent higher seat belt use than states with secondary enforcement.

- NHTSA estimates that more than 14,000 lives could be saved annually if all front seat occupants used seat belts.

Safety Issue: Youth Highway Safety

- Motor vehicle crashes are the leading cause of death for 15 to 20-year-olds.

- In 2000, 3,594 drivers 15 to 20 years old were killed, and an additional 348,000 were injured, in motor vehicle crashes.

- While traffic crashes account for approximately 2 percent of all deaths, they account for 36 percent of all deaths among 15 to 20-year-olds. In 1998, teen drivers constituted only 6.9 percent of licensed drivers, but were involved in 14.4 percent of all highway fatalities.

- About 20 percent of teen driving occurred at night, but about 50 percent of teen fatalities (those occurring with a teen-ager at the wheel) occurred during the hours of darkness.

- In the 1990s, 63,000 children aged 15 to 20 died in traffic crashes, more than 120 each week.

- In 2000, 21 percent of fatally injured drivers aged 15 to 19 were intoxicated (blood alcohol concentration greater than 0.10 percent). Another 8 percent had a BAC of 0.01 to 0.09 percent.

- Teen-age drivers with a BAC of 0.05 to 0.10 percent are far more likely to be killed in single vehicle crashes — 18 times more likely for males and 54 times more likely for females.

Underage Drinking and Driving

Significant progress has been made since 1993 when the Board recommended that to reduce the incidence of drinking and driving by drivers under age 21, states review their minimum drinking age laws to reduce underage alcohol purchase.

- At that time, six states had comprehensive age 21 laws; now 21 states and the District of Columbia have comprehensive age 21 laws.

- 22 states have minimum drinking age laws containing all seven recommended elements.

- All 50 states and the District of Columbia now prohibit alcohol sale and public possession by persons under age 21.

- 45 states and the District of Columbia now prohibit underage purchase.

- 34 states and the District of Columbia now bar underage consumption.

- 37 states and the District of Columbia now prohibit the underage attempt to purchase alcohol.

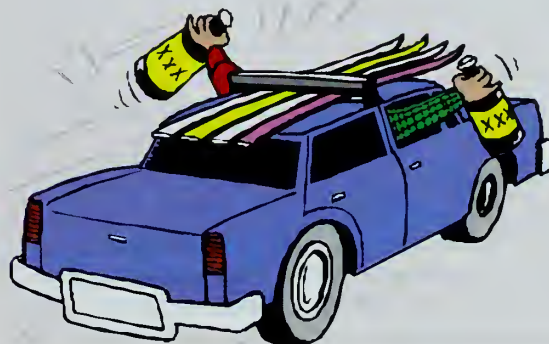
- 38 states and the District of Columbia now bar an underage person from misrepresenting his or her age to purchase alcohol, and

- 47 states and the District of Columbia now prohibit the use of fraudulent or false identification to purchase alcohol.

- Enforcement of age 21 laws has received additional support as one of the most effective tools against young drunk drivers. As a result, states have been improving underage alcohol enforcement through the use of "compliance checks" (stings), enforcement assistance to alcohol vendors ("Cops in Shops"), underage purchaser driver license suspension, and vendor license suspension for illegal alcohol sales.

Conclusion

Non-seat belt users and young drivers continue to be the leading high-risk drivers in the nation. They are responsible for a myriad of accidents, fatalities, and near misses. Ensure you are an involved leader and parent, it shows you care.



Lobel Keeps the Dream of Flying Alive by Joining the Army as a Warrant Officer

By John C. Heil III, Sacramento Battalion APA

Ever since he was 13 years old, Brett Lobel was interested in flying a helicopter. Now he will get his chance, he enlisted in the U.S. Army as a warrant officer.

Brett's father, Barry flew helicopters for the Compton Police Department and let his son experience the joy of flying at a young age.

"It's always been something that I've wanted to do," said Lobel who enlisted at Woodland Recruiting Station and left for basic training on Jan. 22. "The best fit was the Army for my future and what I felt I could offer. I like the opportunities and the patience they displayed."

"He will bring a lot to the Army," said SGT Thomas Hornbrook Jr., Woodland station commander. "He brings his leadership ability and his drive to fly to the Army. He has a lot of motivation in terms of his future goals. The determining factor lies within himself. He'll be a great mentor."

Lobel, 23, who is finishing up his Bachelor of Arts Degree in Political Science at the University of California, Davis was initially interested in Officer Candidate School and the warrant officer program.

"They never pushed me in either direction," said Lobel, who chose the warrant officer program so he would be guaranteed to fly a helicopter. "They pretty much laid everything out on the table and I knew what I was getting into. They really wanted to do what was best for me. I knew it would be my choice. I'm really anxious to go (to basic training)."



SGT Thomas Hornbrook Jr. and Brett Lobel chat at the Woodland Recruiting Station after he enlisted as a warrant officer. (Photo by SGT Cory Collins)

Lobel has seen a lot of action on the football field of late, as a right defensive end for the Aggies who finished the regular season at 8-2. The 23-year-old senior totaled 24 tackles and 6.5 sacks during the season.

"I'm going to miss certain parts of football," said Lobel, who also enjoys Rugby. "I think we have a very good team. I'm going to miss my friends. I've had a really positive experience with it."

For Lobel, football started at Fullerton College in Southern California, where he played tight end and defensive line. He then transferred to UC Davis and made the team as a defensive lineman. "I've always liked a challenge," said Lobel. "Playing sports made me push myself. I think the Army will continue to challenge me."

A major part of Lobel's decision to join came from the influence of his girlfriend's father, Brian, and stepfather, Larry Greene, who both served in the Army. His girlfriend, Kristen, has also backed Brett's decision.

"They had a lot of positive things to say about it," said Lobel. "The Army gave them a lot of opportunities with education, security, and the lifestyle. My girlfriend has been real supportive of my decision, knowing it's what I want to do."

Military Service, Proudly Revered as the "Family Business"

By LTC James Knowles, 3d Recruiting Brigade

James Alexander Knowles Jr. joined the family business, Feb. 19, taking the oath of enlistment from his father, LTC James Knowles, Chief of Staff, 3d U.S. Army Recruiting Brigade.

Alex, as family and friends know him, is adding to a 43-year unbroken service in the Army that started in 1960 with his paternal grandfather, SFC (Ret.) Clayton E. Knowles Jr. Sergeant Knowles is a tri-Service combat veteran with honorable service during World War II as a seaman in the Pacific Theater, the Korean Conflict as a Marine, and Vietnam as a soldier. His maternal grandfather, MSG (Ret.) Miloslav Mikulas began his Air Force service in 1951 allowing Alex to add to his family's 52 years of unbroken military service.

Alex, enlisted by SSG Timothy Delaney, Indianapolis Recruiting Battalion, started his basic combat training in March at Fort Jackson, S.C., and will start his advance individual training in May at Fort Huachuca, Ariz.



LTC James Knowles, Chief of Staff, 3d Recruiting Brigade, stands with son, Alexander Knowles, and Alex's recruiter, SSG Timothy Delaney, Indianapolis Recruiting Battalion.

(Photo by Elizabeth Faber)

Jacksonville Golfers Tee Off With Actor Bill Murray

Story and photo by Cynthia Rivers-Womack, Jacksonville Battalion

Soldiers of the Jacksonville Recruiting Battalion were invited to attend a pro-am tournament in St. Augustine, Fla., where the battalion's golf amateurs could claim bragging rights of playing with professionals and actor Bill Murray in the same golf tournament.

The three-day event included a mix-and-mingle dinner at the Caddy Shack restaurant and a chance to meet with golf pros and the Murray brothers.

The Army, along with other military services, was invited to attend for a second year as a way of saying "thank you" to the military in the community. The tournament, initiated in 2001, was developed to give local and amateur golfers an opportunity to play with professionals.

During the evening, LTC Andrew Yee, Jacksonville Recruiting Battalion commander, presented Bill Murray with a certificate of appreciation, a battalion coin, and an Army cap. The following day select members of the Jacksonville Battalion displayed their skills



Bill Murray agrees to a little after-dinner horseplay with SSG Harry Rosado (Jacksonville North Recruiting Station) as SGT Henry Ayala (Ocala Recruiting Station) looks on.

on the links during an intramural golf tournament. The interaction with celebrities and local community members generated several contacts for future recruiting endeavors.

Historical Artifacts Help Chaplain in Recruiting Mission

By Jim Humphreys, 2d Brigade

The use of historical artifacts to prospect for candidates has become a big part of the 2d Recruiting Brigade Chaplain Recruiting Team mission success.

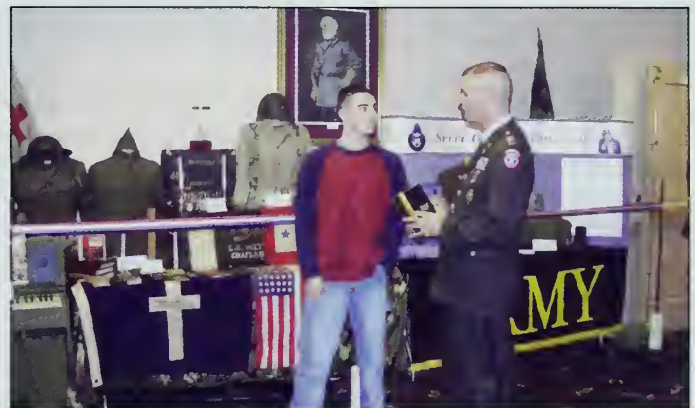
Chaplain (CPT) Robert Nay, an active Army chaplain recruiter with the Eagle Brigade, is a history major and a chaplain artifact collector who uses his artifacts to show that chaplains have been a part of our military from the very beginning.

"Many people have the impression that a chaplain is like a Father Mulcahey from M.A.S.H. or the chaplain who gets lost or loses his chaplain's kit in "The Longest Day," but what I do is share the rich history chaplains have in the Army," Nay said.

The members of the chaplain recruiting team believe part of their success has to do with the use of historical artifacts from Nay's collection at religious conferences and other prospecting opportunities.

Nay found his first artifact, a World War II trunk with a chaplain's name and unit on it, in a trash pile in Philadelphia. The find he treasures most is a World War II chaplain's kit used by a chaplain assigned to the 506th Parachute Infantry Regiment whose story was told in Stephen E. Ambrose's book, "Band of Brothers."

"Many people see my display and offer items that belonged to a relative. There is a story behind every artifact I have," Nay said.



Chaplain (CPT) Robert Nay speaks with a prospect in front of a recruiting display that includes his personal collection of chaplain memorabilia used to generate interest in the field.



Among Chaplain (CPT) Robert Nay's artifact collection is the field kit belonging to the chaplain who served with the 506th Parachute Infantry Regiment, 101st Airborne Division, during World War II. (Photos by Chaplain (CPT) Robert Nay)

Denver Conducts Largest Swearing-in Ceremony at Nuggets Game

Story and photos by LaWanda York, Denver Public Affairs

The weather did not prevent hundreds of Delayed Entry Program members, applicants, prospects and guest from attending Denver's MEGA DEP swearing-in ceremony during the Nugget's half-time show on Feb. 2. DEPs came from Montana, Wyoming, and Colorado to reconfirm their comment to the U.S. Army.

This was the largest swearing-in ceremony for the battalion with 164 DEP members on the court. DEP members brought their friends, family members and a few teachers to witness their commitment to the U.S. Army.

Kicking the day off was the opportunity to attend the opening season of the Arena Football League's newest team, the Colorado Crush. Recruiters participated in the pre-game events by escorting the starting line-up players onto the field.

Then a loud roar came over the speakers as an Apache helicopter appeared on the Jumbo Tron. As the helicopter appeared to be over the Pepsi Center, the Colorado Army National Guard rappelled from the ceiling of the Pepsi Center. The crowds went crazy!

The Denver Battalion Color Guard presented the colors and the game began. The DEP members and all the attendees were excited by the fast pace of arena football.

After a short walk to the Tivoli, the DEP members began to practice for the swearing-in ceremony. Brittany Dawes, Montrose, Colo., Recruiting Station, won an Avalanche team signed hockey stick for bringing the most prospects to the game. She brought 13 prospects and Montrose is working on a contract from the referrals.

SSG Michael Pounds, Montrose, Colo., Recruiting Station,



SSG Michael Pounds, Montrose, Colo., received a Nuggets team basketball for bringing the most DEP members to the game. Brittany Dawes, Montrose, received an Avalanche team signed hockey stick for bringing the most prospects.

brought the most DEP members and prospects to the games and won a Nuggets team signed basketball.

Denver battalion's swearing-in ceremony was the Nuggets' half-time show. The recruiters led the DEP members onto the court and LTC John Kress, Denver Battalion commander, swore in the DEP members as they repeated the Oath of Enlistment. The crowd gave the DEP members and standing ovation and did not sit down until all DEP members left the floor.

"The fantastic public response that our future soldiers received at the Pepsi Center was highly motivational for all of us," Kress said. "The public saw once again what outstanding young citizens we have. These are young people committing themselves to the security of our great nation."



DEP members line up for swearing-in before the Nuggets game.

Civilian Aide Promotes Brigade's Newest Sergeant Major

By Jill Snell, 2d Recruiting Brigade

When the date for MSG James Allen's promotion to sergeant major coincided with a scheduled brigade briefing to the Civilian Aide to the Secretary of the Army, CASA, for Georgia, COL Richard Talley seized the opportunity to make the ceremony extra-special for all involved. The CASA, James R. Balkcom, and Allen enthusiastically agreed to Talley's proposal to have Balkcom participate in the ceremony.

After the promotion orders were read and Allen's master sergeant stripes were replaced by sergeant major chevrons, Balkcom moved the audience with his comments about the value of the Army's noncommissioned officers. He added that during his tour in Vietnam, his first sergeant was the most important person in his life, and that all these years later, he still stays in contact with him. He concluded by saying that he was honored to have met Allen and to have had the chance to help promote him.



James R. Balkcom, Civilian Aide to the Secretary of the Army for Georgia, and Mrs. Carla Allen, wife of SGM James Allen, remove Allen's master sergeant stripes during his promotion ceremony to sergeant major on Feb. 28. (Photo by Chuck Sears)

Allen's wife, Carla, replaced the rank insignia on his right shoulder, while Allen's two sons, his parents, two sisters, and a brother proudly watched.

Hard Mission Box Hard to Achieve

Story and photo by Richard Montgomery, 6th Brigade

Call it historic, call it an early Christmas present, call it whatever you wish, but it was great news when the 6th Recruiting Brigade made Hard Mission Box in December 2002.

APA Chief Bill Welch has been around for 24 years or so and he says it's the first time that the brigade made box since its inception.

Waiting for the final numbers was an anxious, nail biting day (and evening) with all the of brigade's pit soldiers, ops people, commander, deputy commander, and command sergeant major hovering over the status board.

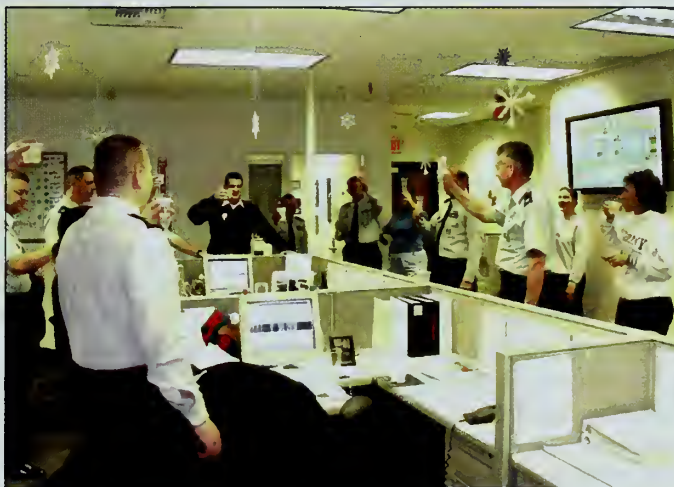
The computer screens were lit up and most of the time all the phones were busy, even the cells. There were a lot of quiet, urgent conversations all going at once.

Offering encouragement during the waning moments were Deb Varljen, the commander's wife, and Joyce Henager, wife of CSM Rick Henager. Several headquarters staff members were also on the scene anticipating the results.

"We knew we'd be very close early in the day," reports LTC Don Hurley, the operations officer. "I made up a special status board so we could track the numbers as they were coming in."

The Honolulu MEPS is three hours behind Las Vegas time so it was well after 6 p.m. before the final numbers were crunched and the party started. It was a matter of minutes before the cigars and beverages were broken out.

It wasn't much after the celebration started before recruiter badge members had a red mission box patch behind their badges. That honor was shared by the civilians as they were presented miniature recruiter badges complete with mission box patches behind them.



A toast is proposed to Hard Mission Box.

Army Limits Re-up Options

By SSG Marcia Triggs, Army News Service

With the buildup of forces overseas, the Army is projected to exceed its end strength authorized by Congress this year and re-enlistment options are being adjusted to keep the service within required limits.

The Army is authorized 480,000 troops, and Congress has mandated that the Army stay within 1 percent of that number, SGM James Vales, the G1 retention sergeant major said. Projections show that for fiscal year 2003, personnel strength may exceed that ceiling. By reducing options, no one will be prevented from re-enlisting, but the numbers will be moderated, he added.

Korea is the only option mid term soldiers serving on a second or subsequent enlistment period will have if they want to re-enlist for an overseas assignment. Overseas and stateside assignments are the most popular options soldiers inquire about, said SFC Michael Moss, a career counselor for the Office of the Administrative Assistant to the Secretary of the Army.

"Some soldiers are disappointed that they have to re-enlist for the needs of the Army, but we don't re-enlist soldiers for options, but for service to this nation," Moss added.

Another incentive that has been cut is the Selective Reenlistment Bonuses — monetary incentives given to soldiers in jobs that are short and have inadequate retention levels.

"Bonuses have been limited considerably compared to the last fiscal year," said SFC David Gross, career counselor, Combined Joint Task Force-180, XVIII Airborne Corps, Fort Bragg, N.C., who was quoted in an article from the 11th Public Affairs Detachment in Afghanistan. "Not only are the funds limited, but also the MOSs which offer bonuses."

A decrease in monetary incentives can be attributed to Congress cutting the SRB budget by \$26 million, Vales said.

Not only have incentives been taken away, some soldiers in over-strength military occupational specialties will be forced to reclassify into MOSs with shortages, especially those specialties with a shortage of soldiers in the ranks of sergeant and staff sergeant, which have

become known as STAR MOSs because they are typically marked with an asterisk or star on personnel lists.

In some cases, soldiers who don't want to re-classify will have to voluntarily separate from the Army, Vales said.

An early-out option is being considered and will be available to soldiers in over-strength MOSs this calendar year. Once approved, soldiers will be able to separate from the Army 90 days before their end-of-service date, Vales said.

These new retention changes support keeping in soldiers whose main focus is to serve their nation and maintain high standards, officials said.

Career counselors must assist commanders to ensure that only the very best soldiers are given the privilege of re-enlisting, stated a Re-enlistment Eligibility MILPER message released in January.

It's going to be tougher for soldiers who become ineligible to "re-up" while in their re-enlistment window, which begins 12 months before their end-of-service date and stays open for nine months, Vales said.

Two things that could jeopardize soldiers who want to continue their career in the Army are: repetitive or recent non-judicial punishment, and slow rank progression resulting from a pattern of marginal conduct or performance, the MILPER message stated. If a soldier fails a physical training test while in the re-up window, he's automatically ineligible to re-enlist unless he gets a waiver from the first general officer in his chain of command, Vales said.

"We understand that even the best soldiers have bad days," Vales said, "this is so their chain-of-command looks at them a little closer."

So far, the changes have not deterred soldiers from wanting to continue their military service.

"Soldiers that want to stay in are re-enlisting," Moss said. "They understand that the needs of the Army cannot be overlooked."

"Even with the changes, the Army is still a great opportunity for soldiers to continue doing good things for their families and for their country," Gross said.

MWR — ¡Para toda su vida! Recruiters Receive Updated MWR Orientation CD in English and Spanish

USACFSC Public Affairs

There's a new, improved version of the MWR Orientation CD on the streets.

The two new features are 1) text translated into Spanish; both Spanish and English versions are on the CD, and 2) a five-minute "MWR is For All of Your Life" video, narrated in English.

The CD, produced by U.S. Army Community and Family Support Center Public Affairs is designed for recruiters as a tool to help them "sell" the MWR and family programs as lifelong benefits of joining the Army.

In 2001, each recruiting battalion received a shipment of the original CD.

"The organization and language of the CD are user-friendly," said Harriet Rice, CFSC public affairs officer. "They're targeted to 15 to 25-year-old civilian youth and their families, who are more likely recognize activities like nightlife, entertainment, kids, and hobbies. We also made sure it's still attractive and meaningful to more mature audiences."

"The CD is also useful for educating members of the media and for anyone who needs a quick overview of MWR and CFSC," added Rice. There are sections with brief narratives about CFSC, the history of MWR and career opportunities with MWR.

By clicking onscreen buttons, users can select either the English or Spanish version and view the video. The CD opens with a short animated introduction, then uploads a menu-driven browser that allows users to navigate 10 sections with general information about MWR programs such as sports and fitness, performing arts, family support, recreation, childcare, teen activities, and travel.

On the main page of each section, in the upper right hand corner, is an "Army of One" logo. "When you click on that logo, there's a drop down menu with bullets — selling points for recruiters to use in describing the various MWR activities," said Rice. There are lots of images throughout the text, and individual pages link to the MWR homepage (www.armymwr.com).

The CDs are compatible with PC and Mac platforms. The CDs may be locally reproduced or reordered from the manufacturer.

Users can comment on the CD and request a reorder pricing sheet by e-mail at mwr-cd@cfsc.army.mil.

The USACFSC is the headquarters Department of the Army agency responsible for Morale, Welfare, Recreation and Family Programs provided to soldiers and families worldwide.

Soldiers Stabilize Their High School Seniors

By Jim Caldwell, Army News Service

Almost 2,200 military families have joined the stabilization program for soldiers with high school senior students.

Officially called "Stabilization for Soldiers — High School Seniors," the program began in April 2001. It allows those soldiers to extend their tour of duty at their current duty station for an additional year so a family member can graduate from their school.

As of Feb. 6, 2003, the Army's Personnel Command had approved stabilization requests for 1,826 enlisted soldiers, disapproved four and had 20 requests pending. On the officer side, 353 were approved, six disapproved and two requests were pending. For enlisted soldiers that's a 99.8 percent approval rate and 98.3 percent for officers.

"In my book, that is a success," said COL Julie Manta, Training and Doctrine Command adjutant general. "This is a super initiative by the Army leadership to stabilize families. That's a key component of Army Well Being, to provide some stability and predictability for family members."

Soldiers who have children in high school must request stabilization from PERSCOM before their children begin their high school junior year.

The request is made on a DA Form 4187. A soldier must list known scheduled temporary duty for a training course and other purposes.

"Officers need to contact their branch assignment officers if they are scheduled for training at the end of their current tours," Manta said. "That will tell the branch that the training requirement may have to be deferred."

Soldiers overseas must indicate they will extend their tours there if the request is approved.

A letter from the high school, stating when the student is expected to graduate from the school, must be attached to the DA Form 4187.

The program is spelled out in Military Personnel Message Number 01-135. It is on the PERSCOM Web site at www.perscom.army.mil. Select the AG page and the list of MILPER messages can be found there.

"When soldiers requests are approved, that does not preclude them from being deployed or being alerted for deployment," Manta said. "But at least families members do not have to suffer the additional disruption of having to move while the soldier mothers or fathers are deployed."

She said PERSCOM does not track approval rates by major command.

"That's because assignments are made as individual replacements."

PERSCOM has said that 48 percent of enlisted soldiers who have received approval are sergeants first class.

"That sounds right," Manta said. "Many soldiers in that rank are old enough to have children in high school. I suspect that on the officer side, mostly field grade officers request stabilization for a family member of high school age."

The stabilization program was one of the 10 top recommendations from a July 2000 Army Education Summit. GEN Eric K. Shinseki, Army chief of staff, approved it in time for it to take effect the following April.

Commentary: AKO Keeps Families in Touch, Securely

By Patrick Swan, Army News Service

Loose lips sink ships, but will errant e-mails strafe soldiers and their families?

It may all depend upon whom soldiers trust with information about themselves and their families when surfing the vast, anonymous, unsecure locale called the Internet.

We'd be rightly skeptical if we linked to a Web site offering support for U.S. military families with emergency notifications — but which was run by Osama bin Laden's operatives.

But what if the Web site with such a

service seemed innocuous enough — with good, red-blooded American names and addresses listed in its "Contact Us" button?

And what if the organization offering this service couched its request in noble-sounding, patriotic, rally-around-the-flag sentiments?

You know the kind: "We help our dedicated military people and their concerned loved ones stay in touch in uncertain times as these."

You just might be persuaded to submit your soldier's name, address, social security number — or your family member's names and addresses and other Privacy Act Information.

Such an Internet-based organization may or may not be legitimate. But to borrow a phrase from a typical site's pitch, in these "uncertain times," why take the chance?

After all, any information provided to such sites could be used for identity theft, intelligence gathering by foreign nations or terrorists, or pose other threats to service members, their families and their privacy.

Indeed, why take any such chance when the Army is already offering a Web site to keep soldiers and families connected when separated by a deployment. That place is Army Knowledge Online, www.us.army.mil. AKO allows family members the ability to rapidly access general-level knowledge about the Army and their soldiers across a secure communications channel. Translation: It keeps the bad guys from getting your personal information while it helps you keep in touch with those you love in uniform.

AKO is a cyber-space example of its familiar credo: The Army takes care of its own. Hence, every family member of a soldier is eligible for an AKO account/e-mail address. All family members have to do to get one is sign in as a new user and request a guest account. Soldiers serve as the sponsors and once they approve the family member's request, they are re-connected in a trusted sector of cyber space. They can exchange e-mail, chat online, engage in instant messaging. They can even post photos or personal information in a secure individual knowledge center on AKO that only the soldier and family can access.

A soldier from the Oklahoma Army National Guard recently wrote that a friend at work has a son who just joined the Army.

"She didn't know how to contact him via e-mail," said 1LT Benjamin J. Weiss. "I was able to go onto the white pages in AKO and find his e-mail address. He's at Fort Carson, Colo., getting ready to head overseas."

And because his mother only has to know one, lifetime e-mail address for her soldier-son, she can stay in touch, even when he is far away. That makes her very happy when she could be heart-sick and worried.

Clearly, not every Web site claiming to "support the troops" is a security risk for the soldier and family member. But thanks to AKO's ability to keep the Army family connected, we don't ever have to find out, either. That's worth a world of piece of mind.

(Patrick Swan, Patrick.Swan@us.army.mil, is a public affairs liaison with the Army's Chief Information Office/G-6 in the Pentagon.)

New URLs for the ASVAB/CEP

Are you or do have a prospect who is looking for information on the Armed Services Vocational Aptitude Battery Career Exploration Program, ASVAB CEP? Valuable information about the ASVAB can now be found by simply clicking on www.asvabprogram.com. On March 15, the Defense Management Data Center, which is responsible for the ASVAB CEP launched a new site that will contain a Web version of The Military Careers book. It is available at www.careersinthemilitary.com. Other enhancements are being added to the ASVAB CEP web site, such as an ASVAB Fact Sheet available in Spanish. Recruiters working in areas with a large Spanish-speaking population might find it helpful to print off this fact sheet for the parents of prospects.

Special Operations Recruiting Company Seeks Recruiters

The SORC is seeking individuals to recruit for Special Forces and for the Special Operations Aviation Regiment. Recruiting for Special Operations units requires the ability to interact effectively

with prospective candidates as well as senior Army leadership. Interested soldiers should meet the following criteria: be a competent briefer, be highly motivated, be capable of working alone without direct supervision and, in addition, meet the following prerequisites.

- Male
- MOS 79R
- SSG through junior SFC (fewer than three years TIG)
- No history of recurring disciplinary action
- GT score of 110 or higher
- Score of 229 or higher on the APFT (17-21 age category)
- Airborne qualified or volunteer for airborne duty
- Prior demonstrated success as a station commander with one to two years experience
- Cannot possess a P-3 profile

Interested station commanders should mail a copy of their 2-1, ERB, DA photo, last five NCOERs, DA Form 705 (PT card), and contact information to Special Operations Recruiting Company Headquarters, BLDG D-3404, Darby Loop, Fort Bragg, N.C. 28310.

Point of contact is 1SG Christopher Hochstetler at (910) 432-1650 or e-mail at Christopher.Hochstetler@usarec.army.mil.

White: Army Transformation Dates Remain Unchanged

Army News Service

Even though the military is on the verge of war, the Army has no choice but to transform, said the Army's top civilian during the Association of the U.S. Army's mid-winter meeting in Fort Lauderdale, Fla.

The Army has a set schedule to stick with in the coming months to make Transformation happen, said Secretary of the Army Thomas White. Mainly the May Milestone B decisions that will determine the direction the Army will take toward the Objective Force, he added.

"We are not backing off that date ... and the Army is in the position to pay for it," White said. "We can't wait. The Army is in the middle of the river."

If the Army does not meet the

schedule it has put forward, other Defense Department agencies will take away money the department has invested in Transformation, White said. The schedule calls for the first Future Combat Systems to be ready in 2008.

"We have put the money for Transformation where our mouth is," White said. "And everybody knows that. They will run off with the money if we don't deliver on that time schedule."

He said that the Army still requires six Stryker brigades as a bridge to the future.

"We are at a critical junction in bringing on the Objective Force and the Future Combat Systems." The Objective Force is the term the Army uses to describe how it will train, equip and fight in the future.

"See first, decide first, act first and close decisively is a fundamental shift" in the way the Army fights, White said.

White also said the Army has 610,000 soldiers, both active and reserve, on active duty, and is 10,000 over strength in the active component.

"We will need a supplemental or several of them ... to cover mobilized reservists and unbudgeted operations in the war against terrorism and possible military action against Iraq," White said. "How we're going to pay for them will be a matter of great interest between now and the Easter recess with the U.S. Congress."

Transformation is on the hearts and minds of Army leaders, but the Army's contract with the nation to win wars is nonnegotiable, White alluded.

"It would be a wonderful thing if we had some operational pause ... while we transform the Army." But "we will not have that. We have to transform as we are doing everything else."

Any nation that continues to harbor terrorists will be regarded as a hostile nation, White said. The gravest danger is outlaw regimes willing to share weapons of mass destruction with terrorists, he added.

"We have seen what terrorists can do with four commercial jetliners. Imagine what they can do with weapons of mass destruction," White said.

"Imagine what one canister" of chemical weapons could do if used on a

civilian population," White said. "It would bring a day of horror like none we have never known.

White cited National Guardsmen's and Army reservists' service in Bosnia, Kuwait and the Sinai, as well as throughout the Central Command theater of operations. "There are over 120,000 guardsmen and reservists mobilized" to fight the war on terrorism "and they have answered the call. We have taken the fight to the terrorists," he said.

White added that the United States has received a great deal of allied support in the fight and he expects allied support in the future in rolling up terrorist cells around the world. He said 3,000 terrorists have been arrested in more than a dozen countries, including the United States.

(Editor's note: Special from the Association of the United States Army.)

The Government Travel Card – Its Dos and Don'ts

The vast majority of soldiers and civilians in USAREC have been issued a government travel card. And the vast majority of those cardholders use their travel card responsibly and only for official travel expenses. However, there are a few individuals that have used their card for unauthorized purchases. Buying groceries and clothes are a few examples of misuse. Using the government travel card for personal use will quickly get an individual in personal and professional trouble, even if the bill is paid in full every month.

A new requirement is for commanders to review card activity monthly and investigate unauthorized purchases. As a result of this investigation, an individual may be flagged and subject to UCMJ action. In addition, commanders may also investigate individuals who fail to pay their travel card bill in full every month. If your card is cancelled due to nonpayment, your delinquency may be reported to credit bureaus, referred to collection agencies, or lead to other collection actions. Use your government travel card responsibly.

Use the Dos and Don'ts below as a quick guide:

What You Can Do

Use your Government Travel Card only to pay for official travel expenses.

Obtain travel advances for official travel through an ATM.

Track your expenses while on travel so you have accurate information for filing your travel claim.

File your travel claim within five days after you complete your trip.

Submit payment in full for each monthly bill.

Contact your bank's customer service number if you have questions about your monthly bill.

Be aware that misuse of the card could result in disciplinary actions by your commander.

Don't Do This

Use your government travel card for personal use.

Obtain travel advances through the ATM unless you are on travel or will be on travel shortly.

Allow your monthly bill to become overdue.

Wait for receipt of your monthly bill to file your travel claim.

Forget that the card is issued in your name and liability for payment is your responsibility.

Make late payments because this could result in suspension or cancellation of your card.

(Editor's Note: From the GSA Travel Hints)

The Oprah Winfrey Show and USAREC

By CPT Tom Alexander, Advertising and Public Affairs

What do the Oprah Winfrey Show, a native American author and screenwriter, and the Army have in common?

What they have in common is that during the Oprah Winfrey Show Jan. 30, BG Leslie L. Fuller presented 10 lost medals to Sherman Alexie. Alexie, a Native American author and screenwriter is the grandson of Adolph Alexie, a War World II veteran.

"He did something great, made huge sacrifices, believed in something so strongly that he was willing to die for it," said Alexie about his grandfather.

The presentation was wonderful news for Sherman Alexie, who said on Oprah's "Finding Our Families, Finding Ourselves" show, that he felt getting his grandfather's medals would bring healing to his father and his family.

Fuller presented the medals in front of a teary-eyed audience and to an overwhelmed Alexie.

"Sherman, on behalf of a grateful nation, please accept these as a token of your grandfather's sacrifice and his dedicated love to America," said Fuller.

"The Army really hit a home run today by presenting these medals to one of American's veteran heroes," said Fuller.



Sherman Alexie; (left) BG Leslie Fuller, USAREC Deputy Commander; Oprah Winfrey, and CPT Tom Alexander, USAREC Advertising and Public Affairs; after taping of the Oprah Winfrey Show. (Photo by George Burns, ©2003 Harpo Productions, Inc., All Rights Reserved)

Recruiter Rings

RSM FEBRUARY 2003

ATLANTA

SFC Kenneth Westmoreland
SFC Michael Pyznar
SSG Desire Johnson
SSG Mike Ingle
SSG Anita Moore
SGT Derrick Braswell

COLUMBIA

SFC John Guillot
SSG Christine Townsend

COLUMBUS

SSG Brendan Kelly

DALLAS

SFC Scott Rose
SFC Raleigh Betts
SSG Royce Davis
SSG Alan Wilcox
SSG Pedro Santiago
SSG Kevin Anderson
SSG Brian Curtis
SSG Shaunda Edwards
SSG John Bittner
SSG Troy Cummings
SSG Stuart Randall
SSG Kevin Smith

DENVER

SFC Scott Davis

HARRISBURG

SFC Carroll Richardson

HOUSTON

SSG Latosha Bowens

INDIANAPOLIS

SFC Nelson Ballew
SFC Maier Reaves
SSG Jeffery Address

JACKSONVILLE

SFC Frank Williams
SFC Victor Lovings
SFC John Whitfield
SGT Jesse Thomas
SGT Eleanor Wiggan

MILWAUKEE

SSG Jason Lange
SSG Kevin Peyatt
SSG Martin Brost
SSG Chadrick Pennington
SGT Ludmila Walsh

MINNEAPOLIS

SSG Michael Langenbacher
SSG Wesley Annable

MONTGOMERY

SFC Deborah Bass
SFC Robert McNeal

SFC Lynwood Stanley

SSG Khadijah Black

SSG John Hall

SSG Walter Mosley

SSG Michael Brown

NEW ENGLAND

SFC Michael Taylor

SSG Ryan Hewins

SSG Daniel Francis

NEW ORLEANS

SSG Jeffrey Collins

NEW YORK

SFC Orlando Velez
SSG Edgar Fuentes
SSG Christopher Reddix

PITTSBURGH

SFC Lawrence Gianangeli
SSG Laurence Stein

SACRAMENTO

SFC Angel DeJesus
SFC Dennis Challand
SFC Rodolfo Abalos
SSG Cornelious Kenan

SAN ANTONIO

SSG Javier Ratliff
SSG Ricardo Philips
SSG Paul Campuzano



SALT LAKE CITY

SGT Jonathan Sprenger

SEATTLE

SFC Michael Gallagher
SFC Eddie Gordon
SFC Kevin Markham
SSG Derek Duplisea
SSG David Rose
SSG James Crone

SOUTHERN CALIFORNIA

SSG John Summerfield

ST. LOUIS

SFC Robert Atteberry
SSG Christopher Phillips
SSG Nicky Belfield
SSG Shelby Loughary

SYRACUSE

SSG Robert Jackson
HQS SPECIAL OPERATIONS RECRUITING
SFC Carl Colvin
SFC Bennie Anderson
SFC John Canestaro

Morrell Awards

RSM FEBRUARY 2003

ALBANY

SFC Patrick Trevenen

BALTIMORE

SFC Sean Carrigan

CLEVELAND

MSG Curtis Williams

COLUMBIA

SFC Andre Jackson
SFC James Brunson
SFC Mildred Brunson-Kincaid

COLUMBUS

1SG Alfred King
SFC Eric Mitchell
SFC Michael Page

DENVER

1SG Manuel Atencio
1SG Rickey Kemp
MSG Matthew Wilson

SFC Douglas Scalf

SFC Jason Manley

DES MOINES

SFC Timothy Hennessey

INDIANAPOLIS

SFC Mark McLeod

SFC Kent Stage

JACKSONVILLE

SFC Christopher Johnson

SSG Roger Sanderson

SSG Gregory Etris

LOS ANGELES

SFC Donald Gilbert

MONTGOMERY

1SG Clifton Carr
1SG Undray Taylor
SFC Charles English
SSG Christopher Reynolds

NEW ENGLAND

1SG Ernest Sanchez Jr.

SFC Timothy Kelley

SSG John Johnson Jr.

NEW ORLEANS

SFC Clayborne Spillers

NEW YORK CITY

SFC Charles Jones

PHOENIX

SFC Edward Boatwright

SSG Rodney Butler

RALEIGH

SFC Lisa Rose

SSG Thomas Blanton

SALT LAKE CITY

SFC Robert Soice

SSG William Roepe

SEATTLE

SFC Douglas Hoernke
SFC Larry Norfolk



SYRACUSE

1SG Jeffrey MacDonald
SSG Charles Williams

TAMPA

SFC Markus Bates

SPECIAL FORCES RECRUITING COMPANY

SFC Jerry Paris
SFC Aubrey Hawkins
5TH AMEDD
SFC Bryon Condie

The Test

1. NCOPD should be ____ percent METL-driven tasks and ____ percent general military subjects.
 - a. 25 percent, 75 percent
 - b. 75 percent, 25 percent
 - c. 40 percent, 60 percent
 - d. 60 percent, 40 percent
2. Army values, the NCO Charge, the NCO Creed and the ____ each provide guidance and inspiration to lead from the front.
 - a. NCO Transformation
 - b. NCO Vision
 - c. The NCO Journal
 - d. Leadership Manual
3. The leader development process is extended in three pillars – Institutional Training, Self Development and _____.
 - a. Unit Training
 - b. NCOPD
 - c. Operational Assignments
 - d. Leadership Training
4. Which Army regulation states that NCOs must ensure their soldiers get proper individual training and maintain personal appearance and cleanliness?
 - a. AR 670-1
 - b. AR 600-200
 - c. AR 600-20
 - d. AR 601-210
5. What are the two categories of inspections for determining the status of individual soldiers and their equipment?
 - a. CIP and IG
 - b. CIP and In-ranks
 - c. In-ranks and Class A
 - d. In-ranks and In-quarters
6. Which field manual governs information on Direct Leadership?
 - a. FM 7-2
 - b. FM 6-22
 - c. FM 22-100
 - d. FM 600-20
7. Which message was the following statement derived from? “The central theme of our strategy is – A strong U.S. Army gives the President and Congress the flexibility to pursue any range of military options our national security strategy (objectives) may dictate.”
 - a. USAREC Message 02-201
 - b. USAREC Message 02-138
 - c. CG’s DEP Sustainment Message
 - d. The Vision and Transformation Strategy
8. Where can the DEP Edge be found on the New DEP Web site?
 - a. Under the DEP Family link
 - b. Under the DEP Education link
 - c. Under the DEP Guide link
 - d. Under the DEP Pay and Benefits link
 - e. None of the above
9. What are the steps to conduct an on-the-spot-correction?
 - a. 1-Correct the soldier; 2-attack the performance, never the person; 3-give one correction at a time, do not dump; 4-don’t keep bringing it up; when the correction has been made, it’s over
 - b. 1-Correct the soldier immediately; 2-let them know how wrong they are; 3-correct all deficiencies at the same time; 4-continue to remind the soldier of the deficiency so they won’t do it again
 - c. 1-Correct the soldier privately, not in front of others; 2-attack the performance, never the person; 3-correct all deficiencies at the same time; 4-don’t keep bringing it up; when the correction has been made, it’s over
 - d. None of the above
10. Using the ARISS-RWS, station commanders may retrieve all records assigned to their station, while recruiters can only retrieve records that were previously assigned to them.
 - a. True
 - b. False
11. The new ARISS ToS MEPS Processing List will list only ARISS-RWS projections.
 - a. True
 - b. False
12. On the ARISS-RWS, the *New Action Required* _____ allows recruiters the ability to see, at a glance, those records the station commander made _____ to.
 - a. check box, comments
 - b. date range field, changes
 - c. list, changes
 - d. drop down bar, comments
13. Using the updated Create a List function on the ARISS-RWS, the *Update Records* list will show all records that have been updated by the system for test, physical, enlistment and waiver information.
 - a. True
 - b. False
14. According to AR 601-210, what are the elements in processing applicants?
 - a. Preliminary determination of qualifications
 - b. Administration of mental and medical examinations
 - c. Preparation of records and form
 - d. Administration of Oath of Enlistment
 - e. Movement of personnel
 - f. All of the above
 - g. Only a, b and d
15. Commanders at all levels determine if waiver requests warrant favorable consideration through questioning, investigating, gathering proper documents and waiver request information and _____.
 - a. interrogating
 - b. interviewing
 - c. counseling
 - d. qualifying
16. Recruiters have the authority to disapprove a waiver request or refuse to forward an applicant’s request to the recruiting battalion commander.
 - a. True
 - b. False
17. Any DTP member who has earned advanced promotion based on referrals, education, ROTC, etc., can ship without proper documentation provided an exception to policy for other than meritorious reasons has been granted from RCRO-PP.
 - a. True
 - b. False

The answers to this month’s test can be found on the inside back cover.

Mission Box

The Achievements of One that Contribute to the Success of the Team



RSM February 2003

Top Regular Army Recruiter

SSG Darren Snyder
Harrisburg
SSG Steven A. Festa
Pittsburgh
SSG David E. Orr
Pittsburgh

SSG Mark Warnock
Jacksonville

SSG Jeremy Cousineau
Milwaukee

SGT Jeremy Jurewicz
St. Louis

SSG Craig Flint
Phoenix
SFC Kim Hyong
Portland

Top Army Reserve Recruiter

SSG Cory E. Sharrock
Baltimore

SFC Angelina Craigen
Columbia

SFC Gary Lacouture
Minneapolis

SFC Brian Greenstone
Houston
SSG Lee Pitts
San Antonio

SFC Herbert Laranang
Portland

Top Limited-Production Station

Cumberland
Pittsburgh
SSG John W. White

Greensboro
Raleigh
SFC Gregory Foster

Great Lakes
Jackson
SFC Robert Goethals

Grand Island
Des Moines
SFC Cliff Cunningham

Prescott
Phoenix
SFC Tony Green

Top On-Production Station

South Hill
Beckley
SFC Tamara Hairston

Wilson
Raleigh
SSG Tyrone Toomer

Metro-Minneapolis
Minneapolis
SSG Patrick Adelman

Athens
Houston
SSG Stephen Webb

Metro Center
Phoenix
SFC Steven Bafford

Top Company

Buffalo
Syracuse

Charlotte
Raleigh

Portage
Milwaukee

Omaha
Des Moines

Phoenix Central
Phoenix

Top Battalion

New England

None

None

Kansas City

None

Top Army Medical Department Detachment

Southeast

Carolina

Great Lakes

San Antonio

Rocky Mountain

Answers to the Test

1. b. FM 7-22.7, Chapter 1-67
2. b. FM 7-22.7, The NCO Transition, Page 1-32
3. c. FM 7-22.7, Chapter 1-59
4. c. AR 600-20 and FM 7-22.7, Chapter 2-11
5. d. FM 7-22.7, Chapter 2-34
6. b. FM 6-22 and FM 7-22.7
7. c. Recruiting Central, CG's DEP Sustainment Msg
8. e. Recruiting Central, DEP Web site
9. a. FM 7-22.7, Figure 2-4
10. a. Recruiting Central, ARISS Update 5
11. b. Recruiting Central, ARISS Update 5
12. a. Recruiting Central, ARISS Update 5
13. a. Recruiting Central, ARISS Update 5
14. f. AR 601-210, paragraph 5-2
15. c. AR 601-210, paragraph 4-2a
16. b. AR 601-210, paragraph 4-2b
17. b. AR 601-210, paragraph 2-20

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